



2019-20 CONSOLIDATED BUDGET

Karen Cunningham, CA, CPA
Vice-President (Administration and Finance)

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President's Message

This is the last budget commentary I will pen as I end my term as President of UNB. The operating budget will be structurally balanced in 2020-21 in accordance with the longer-term budget plan. This will put UNB in a much better position to realize the goals expressed in the academic plan that was completed in 2018.

The 2019-20 budget includes an operating budget with a structural deficit of \$2.4 million, balanced through the use of one-time funds for a balanced budget on a net basis. The level of structural deficit is just half of what it was a year ago and about a quarter of what it was in 2016-17 (when all costs subsequently added to the base budget are included).

The plan to structurally balance the operating budget includes a tuition reset that we will implement in the fall of 2019 moving to a model where tuition differs by program. This was a necessary move to allow a catch up in tuition rates to those of our competitors both in New Brunswick and elsewhere in order to be able to continue to provide the quality academic programs we have always offered at UNB. However, recognizing the need for tuition predictability for our students, we have maintained a legacy tuition rate for students already enrolled in a degree program that will only increase at a rate of 2% per year for the duration of a degree. This was an important principle for us, and one that we ensured was included in the multi-year funding MoU we signed with the Province of New Brunswick.

In addition to the tuition reset which we estimate will generate an additional \$1.4 million in revenue in the 2019-20 year (\$6.2 million in 2022-23 when it is almost fully in force), we continue to work to streamline operations, reduce redundancies and right size our faculty and staff complement. These efforts resulted in total budget expense reductions of \$2.4 million in this budget, as well as a revenue increase of \$0.3 million related to a plan to increase enrolment in Nursing. The expense reductions have been made in ways that result in the least impact on our students, faculty and staff, including the reduction of the equivalent of 20.7 FTE's from both academic and non-academic areas. Most of the positions were either term positions that were ending or vacant so that no layoffs were required.

When we achieve a structurally balanced budget in 2020-21, we must turn our attention to dealing with the maintenance backlog on our infrastructure. UNB's Fredericton campus contains some of the oldest university buildings in Canada. While this is part of its charm and appeal, it creates challenges for UNB to maintain and renew the infrastructure on our campuses. The situation on the Saint John campus is less serious as the buildings are newer; however, the campus is now over 50 years old and infrastructure renewal is also becoming a significant issue on that campus.

Part of this effort has already commenced with the renewal of residences on our Fredericton campus, an ambitious plan to renovate the Ward Chipman Library on the Saint John campus to house a Health and Social Innovation Centre, and recent decisions to demolish two older buildings that are long past their useful lives. We continue our efforts to develop and lease lands specifically identified for this purpose in order to generate revenues to move forward with plans or renew the infrastructure on our campuses and support our core mission of teaching and research. This is taking longer than we hoped but are working closely with the Cities of Fredericton and Saint John along with other partners to move these initiatives forward.

President's Message

However, the maintenance backlog associated with our infrastructure did not arise overnight and it will take many years to resolve it. Getting our operating budget to a sustainable place is the first step in identifying resources to address this issue.

As I leave UNB, I believe it is poised for an exciting future with a solid sustainability plan that includes academic growth and change along with strong fiscal planning to lead it into the next era.

Dr. H.E.A. (Eddy) Campbell
President and Vice-Chancellor



Executive Summary

Operating Budget

The University operating budget is presented with a \$2.4 million deficit which has been offset by the transfer of internally restricted net assets, resulting in a net balanced budget.

This budget is part of a plan to attain a structurally balanced budget in the 2020-21 fiscal year. A key component of the longer-term plan is a four-year memorandum of understanding (MoU) (retroactively signed for 2017-18 and ending in 2020-21) signed with the Province, increasing predictability in provincial operating grant funding levels and tuition increases for students during the course of their degree programs. 2019-20 is the first year of a tuition reset that will mean variable rates by program for new students only.

Key items in 2019-20 operating budget

Revenue - overall increase of 3.2% including:

- 1% increase in provincial operating grant;
- 2% base tuition increase for existing undergraduate students and research based graduate students;
- Tuition by program for new undergraduate students and course-based graduate students beginning fall 2019;
- 3% increase in the international differential fee;
- Enrolment assumptions based on historical enrolments and fall 2019 application data to date;
- A budget adjustment of \$0.3 million related to a planned enrolment increase in Nursing.

Expense - overall increase of 1.8% (from restated) after reflecting:

- Budget adjustments totaling \$2.4 million, comprising of \$2.2 million in the Fredericton and University-wide units and \$0.2 million in the Saint John units. There was also a freeze of non-salary expenses (except for utilities costs and strategic items such as scholarships and library acquisitions);
- Elimination of one academic tenure track position on the Saint John campus;
- Elimination of five academic tenure track positions on the Fredericton campus;
- Reduction of academic term positions and stipends equating to 2.5 Full Time Equivalent (FTE) positions have been reduced on the Fredericton campus;
- Elimination of 12.5 non-academic FTE positions on the Fredericton campus.

Internal Chargeback Transfers

Not all process streamlining and administrative improvements have a direct impact in terms of budget reductions. Facilities Management on the Fredericton campus has been undertaking a process review, including expense reduction that has enabled internal labour chargebacks to be eliminated on the campus except for external and ancillary customers. These savings have enabled further expense reductions in other departments.

Executive Summary

Multi-year Outlook

The multi-year outlook (Appendix J) reflects current plans including the impact of the tuition reset for new students from 2019-20 until the 2023-24 budget. It also reflects an end to non-salary expense budget freezes in 2020-21. The 2020-21 budget currently shows a deficit of approximately \$1.5 million, which the University is committed to eliminating. Further budget adjustments will be implemented during the next cycle to achieve a structurally balanced operating budget in 2020-21. These actions will also need to consider other University priorities such as deferred maintenance.

There are a great number of assumptions underpinning this projection including enrolment levels, the continuation of the operating grant in accordance with the MoU and salary negotiations. We provided some sensitivity analysis further in the document that shows the estimated financial impact of fluctuations in some of the assumptions.

Capital Budget

The budget includes capital spending of \$20.5 million across both campuses from identified funding sources. This includes a major residence renovation on the Fredericton campus. A detailed list of approved projects on both campuses is included in Appendix I.

Endowment Spending

The endowment spending rate is budgeted at 4%. This results in budgeted spending of \$8.1 million from endowments, including \$5.8 million for student financial aid in 2019-20. A more complete list of budgeted spending from the endowed accounts is included later in this document in the discussion of the Endowment Budget.



Scope

This package includes operating, capital, endowment spending and ancillary operations budgets. There are separate individual budgets for each research grant or contract, and for expendable trust funds that are established according to the terms of the donor/contributor. Accordingly, these budgets are not part of this document.

The University of New Brunswick's budgets are developed and managed according to the principles of fund accounting. Revenue is segregated into a variety of fund types and the use of the revenue is governed by the restrictions on the specific fund. Funding is recorded in separate individual accounts to ensure strict adherence to terms associated with the funding and to ensure there is a clear chain of accountability for the funds. The following items are included in the budget documents:

Operating Budget - Consolidated from budgets prepared for each Campus

Revenue

- Unrestricted operating grant revenue
- Tuition and fees
- Other revenue

Expenses

- Academic and Research
 - Faculties and Departmental Costs
 - Academic and Student Support
- Administration and Support Services
 - Administration and Development
 - Maintenance and Utilities

Other

- Net ancillary operations
- Salary Savings
- Priority allocations
- One-time budget items

The operating budget is prepared on a modified cash basis. This means that:

- Capital expenditures are accounted for as disbursed or appropriated for future spending
- No depreciation is included
- Operating costs are accounted for in the year incurred
- Operating revenue is accounted for in the year earned

Capital Budget - Consolidated from budgets prepared for each Campus

Sources of Capital Funding

- Restricted provincial grant
- Special government funding
- Land revenue
- Student technology and facility fees
- Other

Capital Spending

- Capital projects
- Major maintenance
- Equipment and technology funded by restricted grants and fees

Scope

Endowment Budget - Prepared for entire University

- Spending rate for earnings from Endowments
- Spending from investment earnings on individual endowment accounts in accordance with donor terms and conditions

Outside Budget Scope

Certain components of overall University operations are managed and controlled individually based on specific restrictions related to each item and are not included in the budget documents.

Research Contracts and Grants

- Each grant or contract has a budget and is managed individually
- \$40 to \$50 million awarded annually to UNB

Expendable Trust Funds

- Funds provided for specific purposes



Introduction and Fiscal Context

UNB Context

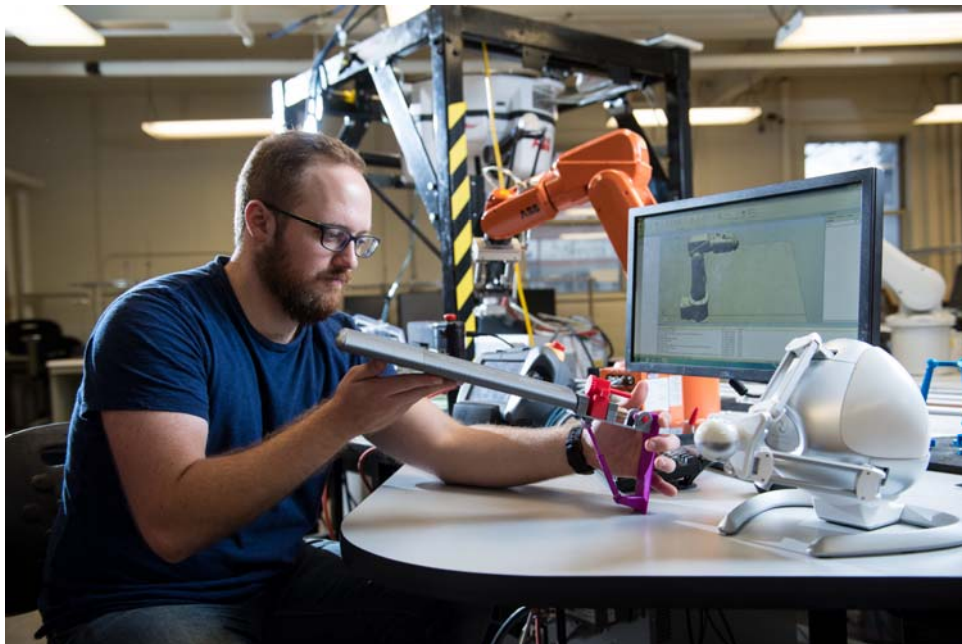
UNB's operating revenue has grown by an average of 1.3% per year for the last ten years with the highest percentage of growth in the other revenue category. This reflects the efforts of the University to seek new sources of revenue. As well, a declining New Brunswick high school population and increased competition from universities outside of New Brunswick have contributed to reduced enrolment levels.

During the same period, the growth in budgeted total expenses has been managed to an average of 2.1% per year.

One of the drivers of the expense growth is that roughly 75% of UNB's total operating costs are salary and related expenses. This is quite normal in the sector. However, it presents a challenge when one looks at the average annual economic adjustments negotiated over the years, especially when combined with increases related to progress through the ranks.

This phenomenon of expense growth outpacing revenue growth has resulted in a structural deficit at UNB. For the 2019-20 budget, this sits at \$2.4 million, down from \$5.0 million (as restated for comparative purposes) in 2018-19 (see Appendix A) as a result of disciplined budget decisions and other actions including:

- a focus on student recruitment and retention including diversification of students outside New Brunswick;
- Developing a policy to increase research overhead contributions to the operating budget;
- Creating incentives for faculty to develop new and innovative educational programs both at UNB and with partners at other institutions;
- Continued development of continuing education programs to enhance net revenues;
- Increasing revenue from land development activities (primarily leases in the Woodlot);
- Cost containment initiatives that have reduced expense growth by an average of \$3.2 million per year since 2005-06, including, \$2.7 million in the 2019-20 budget.



Strategy and Plan

The overall objective of the 2019-20 budget is to align available resources and priorities in order to accomplish the University's mission. The university financial framework is oriented towards long-term financial sustainability. The overall budget strategy is to manage risks and exercise fiscal responsibility while maintaining the quality of programs and addressing established requirements and priorities.

2019-20 Strategy

Operating Budget

- Long-term financial resiliency through balanced budgets;
- Multi-year MoU with the Province providing grant and tuition predictability including a tuition reset in 2019-20;
- All ongoing expenses have been included in the budget and planning continues to achieve a balanced budget by 2020-21. While revenue generation and cost control measures continue to be implemented, resourcing decisions will be guided by the academic plan and administrative review;
- In accordance with the Board approved budget plan, one-time internally restricted net assets are being used in 2019-20 to eliminate the structural operating deficit. The 2020-21 operating budget is to be structurally balanced without the use of internally restricted net assets.

Capital Budget

- Pay-as-you-go approach to capital projects with a requirement to have all funding secured prior to starting a project;
- Limited use of debt financing for capital projects unless there is an identified revenue stream to pay the debt servicing costs.

Endowment Spending

- Set endowment spending rate to achieve predictable, stable and competitive spending for endowed purposes while preserving the real value of capital.

2019-20 Budget Plan

Operating Budget

- 1% increase in operating grant;
- Tuition rates must be fair and competitive - 2% increase for existing enrolment with differentiated tuition rates by program for new enrolments in 2019-20;
- Expense reductions to all sectors of the University based on analysis, not across the board
- Final year of freeze on non-salary expenses;
- Deans and Directors are responsible for identifying measures resulting in budget reductions;
- Reduce net operating deficit to zero by using one-time reserves of \$2.4 million

Strategy and Plan

Capital Budget

- Address infrastructure renewal and deferred maintenance to the extent possible in approved projects;
- Provide enhanced teaching and learning facilities;
- Provide residence improvements;
- Upgrade equipment and technology

Endowment Spending

- Long-term spending rate remains at 4%



Key Assumptions and Risks

The University budget is prepared using a series of best estimate assumptions. These assumptions are influenced by a variety of factors, some of which are outside the control of the University, while in other cases, the University can influence or control the variables to some degree. Details of the key assumptions used in developing the 2019-20 operating budget are contained in Appendix B. Some additional context is provided below.

General Economic Environment

Interest Rates

The operating budget contains \$3.2 million in income to be earned from the investment of cash flows in accordance with the investment principles approved by the Board of Governors. In an effort to maximize investment returns, a portion of these funds are now invested in the long-term investment fund. It also contains interest earned from internal loans made on projects with a repayment cash flow. Earnings are related to the bank rate, fixed income securities' interest rates and the length of time that funds are invested. Budgeted earnings are based on a weighted average yield of approximately 2.04%.

Market Returns

The level of returns from Canadian and world equity markets, as well as the position of interest rates, has a direct impact on the level of earnings for university endowments and assets of the Shared Risk Pension Plan for Academic Employees. The basic assumption is that overall returns for the endowment fund will be in keeping with a real return objective of 4.0% and that real returns for the pension plan will be in keeping with actuarial assumptions. Any material negative variance in endowment or pension earnings would impact future years.

Operating Revenues

Student Enrolment

Tuition revenue comprises 32% of total budgeted operating revenues. As such, the budget is vulnerable to variance in enrolment levels. While historical trends are valuable in predicting future enrolment, actual enrolment levels are influenced by many factors and are difficult to predict.

The Provincial government implemented a tuition assistance program for students from families with less than \$60 thousand annual income in 2016-17 and a tuition relief program for middle class families to assist those with annual family incomes above \$60 thousand in 2017-18. It is not possible to make a direct link between these programs and enrolment levels but we know that over 2,300 students attending UNB in 2017-18 took advantage of the two programs. This was approximately 200 more students than the prior year.

UNB continues to make student scholarships and bursaries a priority with approximately \$4.6 million budgeted in the operating budget and an additional \$5.8 million in spending from the endowment accounts.

Key Assumptions and Risks

The University invested in developing a more proactive communications office and establishing a modern Marketing office in order to increase the awareness of UNB in very competitive, non-traditional domestic markets. After three years of the #OnlyHere recruitment marketing campaign, UNB has seen increased domestic undergraduate prospects in both traditional and non-traditional markets and a growth in applicants and first-year domestic undergraduate enrolments. This investment was included in the base budget for the 2018-19 year, at approximately 75% of the level in the pilot years.

Provincial Funding

The University and the Province signed an MoU in July 2018 that will provide multi-year funding and tuition rate predictability. The budgeted operating grant in 2019-20 will increase by 1% from the actual 2018-19 level, in accordance with that agreement. An additional amount of \$1.86 million allocated for funding pilot projects was included in the MoU for 2019-20 and future years pending review of the projects.

Operating Expenses

Wage costs comprise over 75% of total operating expenses. As such, any uncertainty in this area represents a large risk to future sustainability. The table below shows the current contract status of each bargaining group.

Collective Agreements

<u>Bargaining Group</u>	<u>Contract Expiry Date</u>	<u>Comment</u>
Full-time faculty and professional librarians (Association of University of New Brunswick Teachers (AUNBT))	June 30, 2020	Settled June 2016
Contract Academic Employees (AUNBT)	April 30, 2020	Settled July 2016
Graduate Student Workers Public Service Alliance of Canada (UGSW/PSAC)	April 30, 2021	Settled August 2016
Unionized Support Workers on the Saint John Campus (Canadian Union of Public Employees (CUPE))	June 30, 2020	Settled August 2017
Unionized Support Workers on the Fredericton Campus (UNIFOR)	September 30, 2021	Settled February 2019
Unionized Professional and Technical Staff, Public Service Alliance of Canada (PTSU/PSAC)	First collective agreement	Negotiations ongoing Bargaining unit certified March 2013

Key Assumptions and Risks

Pension Plans

Eligible Academic employees of the University of New Brunswick are members of the Shared Risk Plan for Academic Employees of the University of New Brunswick. Eligible staff are members of the New Brunswick Public Service Pension Plan. Both these plans result in increased certainty around contribution levels as a result of conversions to shared risk plans. Key elements of the shared risk model are to limit possible contribution rate increases to employees and employers and limit liability to the employer.

Non-Pension Benefit Costs

University Non-Pension Benefit Plans are cost shared equally between the University and members of the benefit plans. Certain components of these plans contain elements of self-insurance (with partial stop loss coverage). The assumption contained in the budget is that the utilization patterns of recent years will continue in 2019-20.

Heating and Utility Costs

The operating budget contains electricity and heating costs. Estimates have been made for future utilization and prices.

The University Energy Management Program continues to have a positive effect on energy utilization and has contributed to stability in overall costs. The Energy Management Program has seen \$14.4 million in Board-approved funding over four phases on the Fredericton campus. Performance highlights to date:

- \$13.3 million invested in 169 projects with forecasted cost avoidance target of \$22.7 million over 10 years;
- Cost avoidance of \$17.8 million which is in excess of \$4.5 million target to the end of 2017-18 fiscal year;
- 43.3% CO₂ reduction achieved from 1996 baseline;
- Third-party funding of \$1.7 million has been received and reinvested into the Energy Management Program;
- In fiscal year 2017-18, the Energy Management Program was responsible for avoidance of \$2.0 million of utility costs.

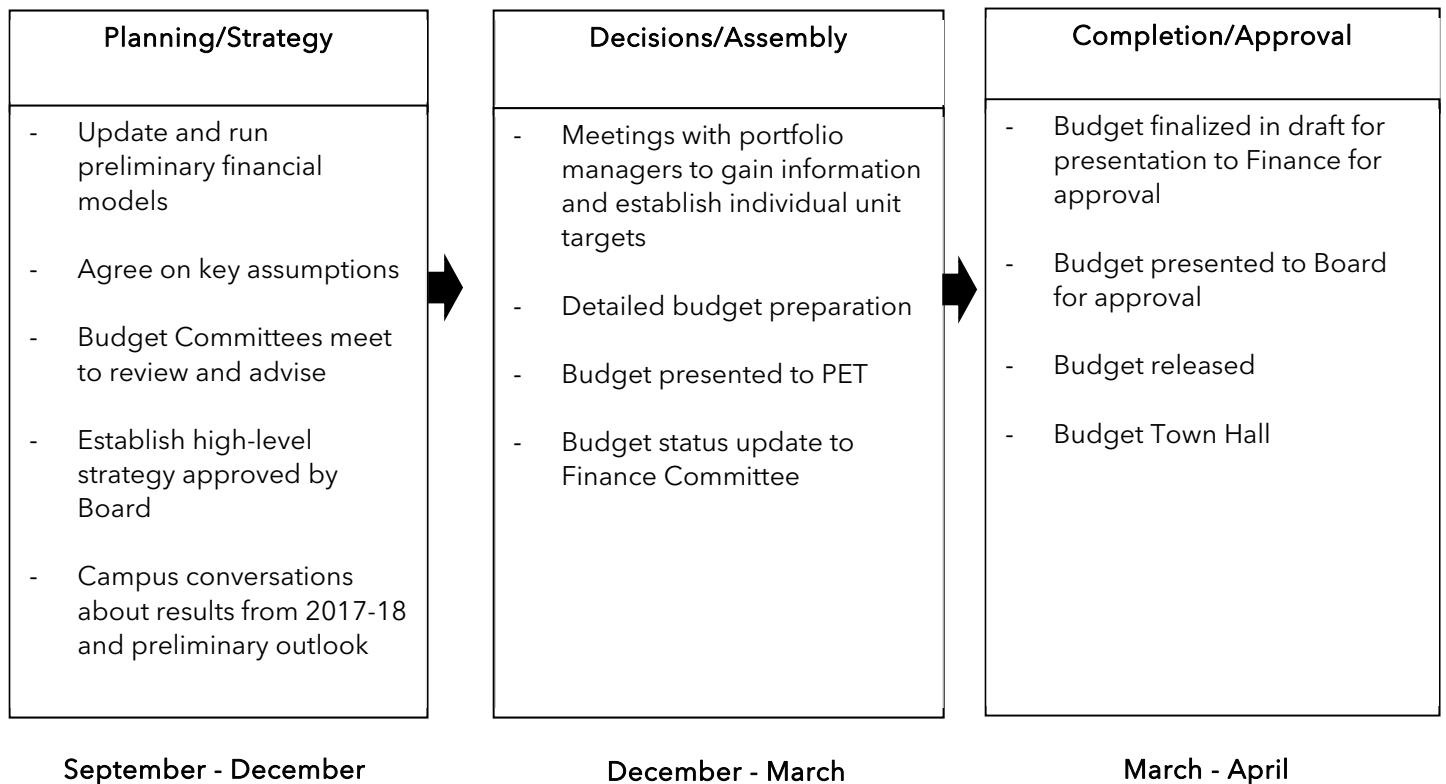
The Board recently approved the expansion of the Energy Management Program to the Saint John Campus. A full campus energy audit has been completed and identified energy projects totaling \$2.80 million that will have a utility cost avoidance sufficient to meet the criteria of the Energy Management Program. These projects commenced in the 2018-19 fiscal year, and are budgeted for in the Capital budget.

Budget Process

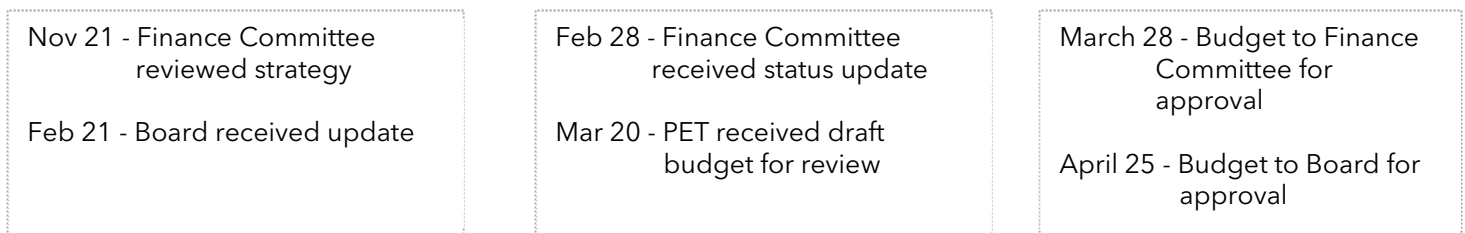
Preparing the annual budgets for the University of New Brunswick is a significant undertaking which requires planning, coordination and the effort and contributions of a number of stakeholders. There were three phases to the 2019-20 budget process as outlined below.

Overview of Stages and Timing

The following chart provides an overview of the budget oversight process at UNB to ensure that budget options and choices are reviewed and analyzed prior to the President bringing forward the final budget proposal to the Board of Governors for consideration and approval.

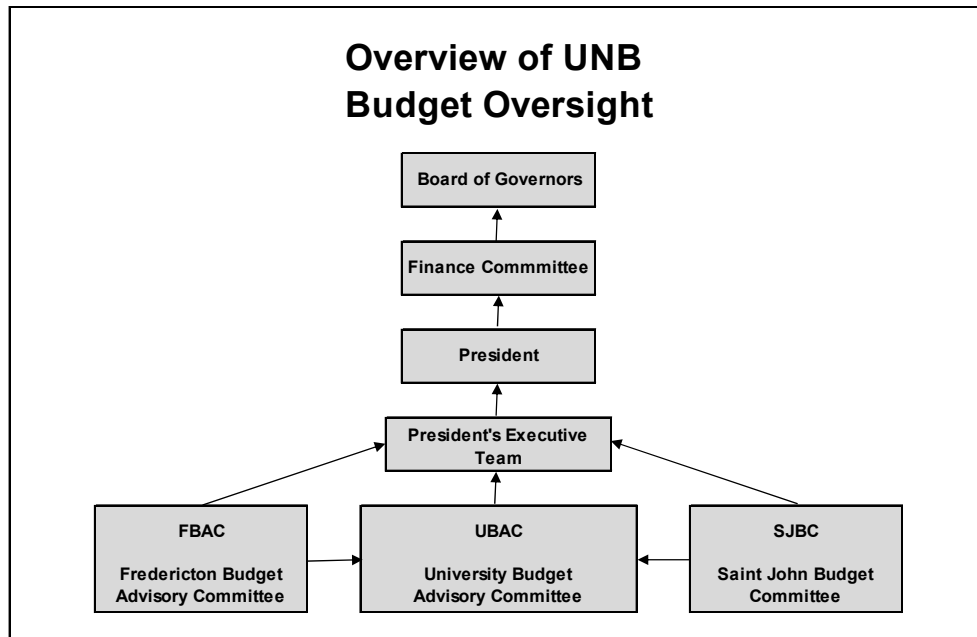


Oversight Dates

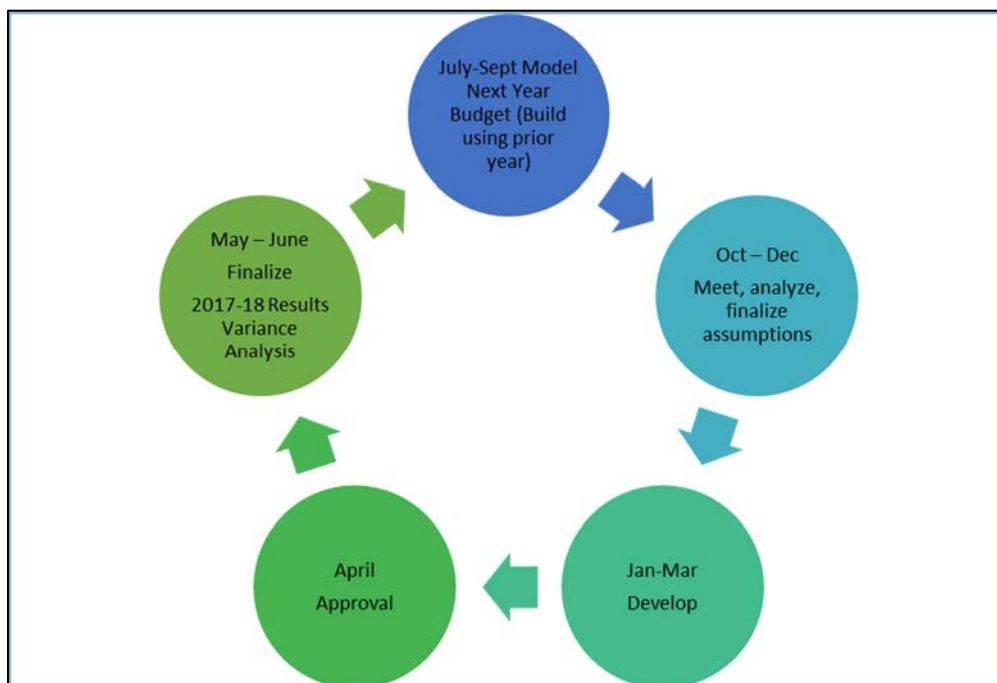


Budget Process

The Board of Governors has the overall authority to approve the UNB budget. In order to execute said authority, it relies on its Finance Committee to review and guide the budget strategy. Detailed budget allocations are determined by portfolio holders based on their operational mandates and legal and regulatory requirements. The President's Executive Team (PET) provides advice to the President based on input from the budget committees and other sources with respect to the overall budget.



The budget process is consultative and involves three active budget committees. It is an ongoing cycle - as one year is approved, planning will begin for the next year.



Budget Process

The following individuals were members of the University and campus budget committees for the 2019-20 budget process:

University Budget Advisory Committee (UBAC)

Karen Cunningham, Vice-President (Administration and Finance), Chair
Mark Warren, Director, Resource Planning and Budgeting, Vice-Chair
George MacLean, Vice-President Academic (Fredericton)
Robert MacKinnon / Petra Hauf (as of March 1, 2019), Vice-President Saint John
Shawna Bergin, Registrar (Fredericton)
Wahkuna Lisik, Registrar (Saint John)
Alexandra Ferris, Comptroller
Peter McDougall, Associate VP Human Resources & Organizational Development
Drew Rendall, Dean, Graduate Studies
Heather Finkle, Director, Financial and Administrative Services (Saint John)
Lynn Randall, Faculty Representative (Fredericton Senate)
Tim Alderson, Faculty Representative (Saint John Senate)
Wayne Albert, Dean (Fredericton - Deans Council)
Michael Van Zyll de Jong, Dean (Saint John SAC)
Ian Allen, Staff Representative, Fredericton (Directors Plus)
Laurelle LeVert, Staff Representative (Saint John SAC)
Bipin Kumar, Graduate Student Representative
Emily Meagher, Undergraduate Student Representative (Fredericton)
Austin Maillet, Undergraduate Student Representative (Saint John)
Eleanor Curtis, Committee Secretary

Fredericton Budget Advisory Committee (FBAC)

George MacLean, Vice-President Academic (Fredericton), Chair
David Magee, Vice-President (Research)
Karen Cunningham, Vice-President (Administration and Finance)
Devashis Mitra, Deans Council Representative
Van Lantz, Deans Council Representative
Siobhan Hanratty, Faculty Member, Senate Representative
Viqar Husain, Faculty Member, Senate Representative
Dave Totton, Directors Plus Representative
Ken Reimer, Directors Plus Representative
Emily Meagher, Undergraduate Student Representative
Brittany Dixon, Graduate Student Representative
Mark Warren, Director, Resource Planning and Budgeting
Eleanor Curtis, Committee Secretary

Budget Process

Saint John Budget Committee (SJBC)

Robert MacKinnon / Petra Hauf (as of March 1, 2019), Vice-President (Saint John) Chair
Karen Cunningham, Vice-President (Administration and Finance)
Laurelle LeVert, Associate VP Saint John
Dann Downes (Acting) / Heidi MacDonald, Dean, Faculty of Arts
Michael Van Zyll de Jong, Dean, Faculty of Science, Applied Science and Engineering (SASE)
Rob Moir (Acting), Dean, Faculty of Business
James Kieffer Associate Dean, Graduate Studies
Lesley Balcom, Dean of Libraries
Wahkuna Lisik, Registrar
Heather Finkle, Director, Financial & Administrative Services
Kevin Simpson, Director, Facilities Management
Leslie Jeffery, Faculty Representative, Arts
Dave Gillespie, Director Environmental Health & Safety
Hadi Eslaminosratabadi, Faculty Representative, Business
Tim Alderson, Faculty Representative, Science, Applied Science and Engineering
Sheldon MacLeod, appointed by Associate VP Saint John
Kathy Robertson, Manager, Budgets, Financial Analysis
Tracey Chiasson, Director, Special Projects and Administration

Accountability and Budget Policies

The University of New Brunswick has a long tradition of fiscal responsibility and provides clear, open disclosure of its financial position, budgets and results. Among the chief tools that support this approach are:

- A comprehensive set of University financial and budget planning principles and policies which are available on the secure University website at <http://www.unb.ca/secretariat/policy-repository/resources/php/download-policy.php?id=Yw>
- Annual independently audited consolidated financial statements, available on the University public website at http://www.unb.ca/financialservices/consolidated_financial_statements.html
- Annual report by the University Comptroller which describes the financial results and compare to budget targets, available on the public University website at www.unb.ca/vpfinance/Annual%20Financial%20Reporting.html.
- The 2019-20 and previous years' budgets are available on the public University website at <http://www.unb.ca/vpfinance/budgets/Index.html>

Operating Budget Summary

The 2019-20 operating budget has a structural deficit of \$2.4 million which was reduced by a one-time use of internal reserves to a net balanced budget. This compares with a budgeted structural deficit of \$5.0 million in the 2018-19 budget which was also balanced on a net basis by a transfer from internally restricted net assets.

In addition to changes related to inflation, salary increases and enrolment assumptions, the following budget assumptions are reflected in the 2019-20 budget:

1. The Province of New Brunswick has provided a 1% increase in the operating grant to UNB over the 2018-19 level according to the MoU;
2. The MoU with the Province of NB provided for \$1.86 million in pilot funding that has been included in 2019-20. This amount is unchanged from the amount received in each of the last two years;
3. UNB has increased tuition for returning undergraduate and research-based graduate students for the 2019-20 year by 2% and the international student differential fee by 3%;
4. The University also introduced program specific tuition for new undergraduate and course-based graduate students (whose tuition is based on undergraduate course pricing), effective Fall 2019;
5. The 2019-20 budget includes budget adjustments totaling \$2.7 million. This consists of budgeted expense reductions of \$2.4 million and a revenue adjustment of \$0.3 million.



Operating Budget Summary

A summary of the budget adjustments, broken out by category is shown in the following table:

Consolidated Budget Adjustments by Category					
(\$000)					
	<u>Salaries</u>		<u>Non-Salary</u>	<u>Revenue</u>	<u>Total</u>
	<u>Academic</u>	<u>Non-Academic</u>			
Faculties and Departments	\$ 1,093.1	\$ 415.8	\$ 59.1	\$ 53.0	\$ 1,621.0
Academic and Student Support	-	54.6	198.5	10.0	263.1
Administration and Development	-	276.3	110.5	21.7	408.5
Maintenance and Utilities	-	-	-	1.5	1.5
Ancillary Operations	-	11.0	-	13.3	24.3
In-Year Priority Allocations	-	-	87.0	-	87.0
Revenue (increases)	-	-	-	267.6	267.6
	<u>\$ 1,093.1</u>	<u>\$ 757.7</u>	<u>\$ 455.1</u>	<u>\$ 367.1</u>	<u>\$ 2,673.0</u>

Fredericton & University-Wide Budget Adjustments by Category					
(\$000)					
	<u>Salaries</u>		<u>Non-Salary</u>	<u>Revenue</u>	<u>Total</u>
	<u>Academic</u>	<u>Non-Academic</u>			
Faculties and Departments	\$ 943.1	\$ 415.8	\$ 59.1	\$ 53.0	\$ 1,471.0
Academic and Student Support	-	54.6	198.5	10.0	263.1
Administration and Development	-	276.3	110.5	21.7	408.5
Maintenance and Utilities	-	-	-	1.5	1.5
Ancillary Operations	-	11.0	-	13.3	24.3
In-Year Priority Allocations	-	-	87.0	-	87.0
Revenue (increases)	-	-	-	267.6	267.6
	<u>\$ 943.1</u>	<u>\$ 757.7</u>	<u>\$ 455.1</u>	<u>\$ 367.1</u>	<u>\$ 2,523.0</u>

Saint John Campus Budget Adjustments by Category					
(\$000)					
	<u>Salaries</u>		<u>Non-Salary</u>	<u>Revenue</u>	<u>Total</u>
	<u>Academic</u>	<u>Non-Academic</u>			
Faculties and Departments	\$ 150.0	\$ -	\$ -	\$ -	\$ 150.0
Academic and Student Support	-	-	-	-	-
Administration and Development	-	-	-	-	-
Maintenance and Utilities	-	-	-	-	-
Ancillary Operations	-	-	-	-	-
In-Year Priority Allocations	-	-	-	-	-
Revenue (increases)	-	-	-	-	-
	<u>\$ 150.0</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150.0</u>

Operating Budget Summary

	Key Budget Figures 2019-20 (in millions)	
Provincial Operating Grant <i>1% increase to base grant</i>		\$ 117.2 (1% increase)
Tuition Revenue <i>Product of: Budgeted FTE enrolment 8,849 Existing Students' Tuition increase 2% New Students' Tuition w/ Program Specific Pricing International Differential Fee increase 3%</i>		63.0 (6.8% increase)
Other Revenue		<u>17.0</u> (5.8% increase)
Total Revenues		197.2 (3.2% increase)
Total Expenses		<u>199.6</u> (1.8% increase)
Structural Deficit		2.4 (1.2% of total revenue)
Transfers from Central Reserves		<u>2.4</u>
Net Operating Deficit/Surplus		<u><u>\$0.0</u></u>



Operating Revenue

Overall Revenue

Total operating revenue is budgeted to increase by 3.2% in 2019-20 over 2018-19. The main drivers of the increase are; a 1% increase in the unrestricted provincial operating grant, introduction of program specific student tuition pricing combined with higher student enrolment, and an increase in short-term investment income.

The following table highlights changes in the major components of operating revenue in 2019-20 and provides a year-to-year comparison of each source.

Composition of Budgeted Revenues (in millions)

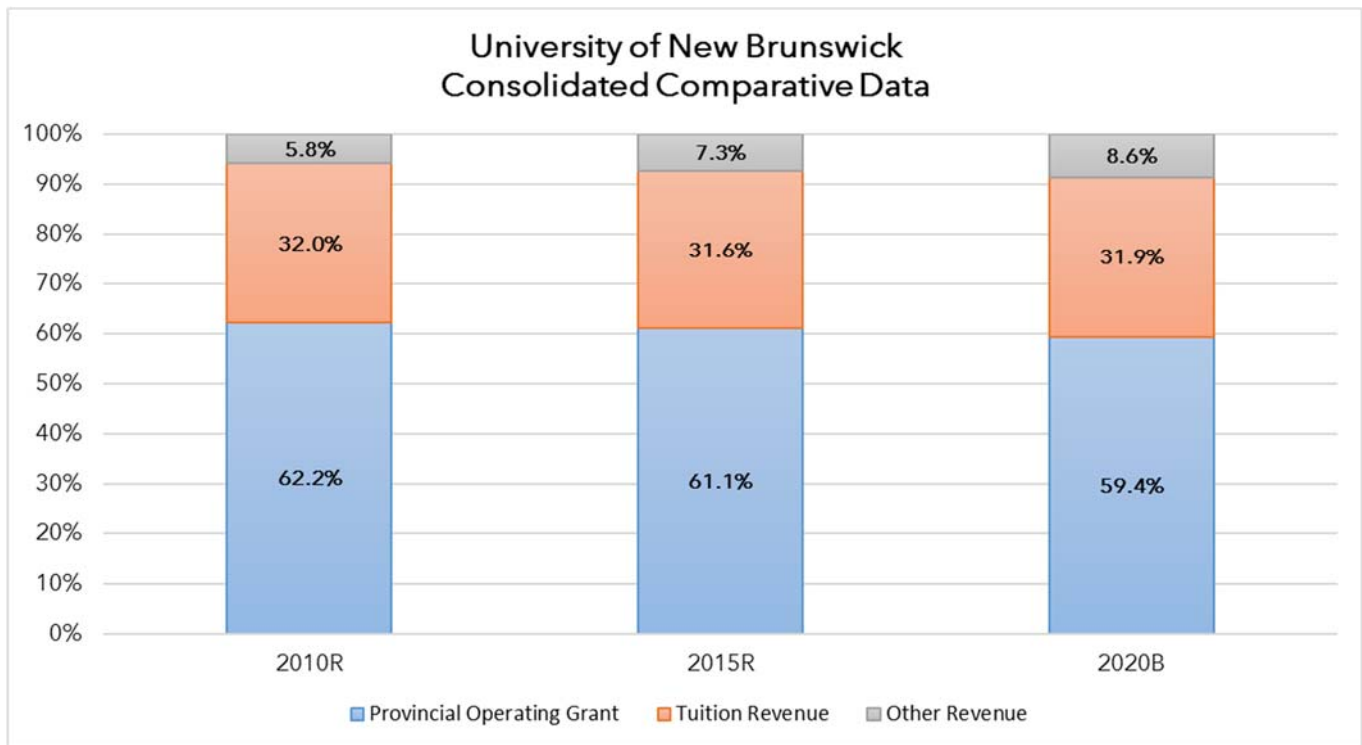
	Restated Actuals (A) 2017-18	Restated Budget (R) 2018-19	Budget (B) 2019-20	% Change
UNB Consolidated				
Provincial Operating Grant	\$ 115.0	\$ 116.0	\$ 117.2	1.01 %
Tuition Revenue	57.0	59.0	63.0	6.78 %
Other Revenue	15.3	16.1	17.0	5.75 %
	<u>\$ 187.3</u>	<u>\$ 191.1</u>	<u>\$ 197.2</u>	<u>3.19 %</u>
UNB Fredericton				
Provincial Operating Grant	\$ 96.0	\$ 96.9	\$ 97.9	1.01 %
Tuition Revenue	42.4	44.0	47.4	7.71 %
Other Revenue	11.5	13.0	13.7	5.50 %
	<u>\$ 149.9</u>	<u>\$ 153.9</u>	<u>\$ 159.0</u>	<u>3.30 %</u>
UNB Saint John				
Provincial Operating Grant	\$ 19.0	\$ 19.1	\$ 19.3	1.02 %
Tuition Revenue	14.6	15.0	15.6	4.04 %
Other Revenue	3.8	3.1	3.3	6.79 %
	<u>\$ 37.4</u>	<u>\$ 37.2</u>	<u>\$ 38.2</u>	<u>2.72 %</u>

Note: details of the restatements to the 2018-19 budget are included in Appendix A.



Operating Revenue

The following chart illustrates the key components of UNB budgeted operating revenues in the 2019-20 budget with comparative percentages five and ten years ago.



As shown in the chart above, 59.4% of UNB's operating revenue in 2019-20 is budgeted to come from the provincial operating grant. The reliance on provincial funding has decreased from ten years ago when it represented about 62.2% of operating central revenue. The provincial grant was frozen at the same level for three out of four years, from fiscal years ending 2014 to 2017, which is largely responsible for the reduction in the funding percentage since that time. However, UNB has also taken steps to increase revenues from its own sources including non-credit programs and maximizing short-term investment income. As a result, we have seen budgeted other revenue grow by 83.1% since 2009-10 so that it now makes up 8.6% of budgeted revenue as opposed to 5.8% in 2009-10.

In the same ten-year period, tuition began as 32.0% of total operating revenue before dropping to 30.4% in 2018 due to three years with no tuition rate increases and declining undergraduate enrolment. However, tuition revenue budgeted in 2019-20 will increase to 31.9%, almost the same proportion of total budgeted revenue as 2009-10, due to higher enrolment and the implementation of program specific tuition fees for new students beginning fall 2019.

Provincial funding has increased by 17.2% over the last ten years, an average of 1.72% per year. However, when the effect of the tuition grant increase in 2010-11 is removed, the average annual increase drops to 1.4%. This growth has not kept pace with inflationary expense increases which is a concern. The University continues to seek new ways to generate revenue to support operations.

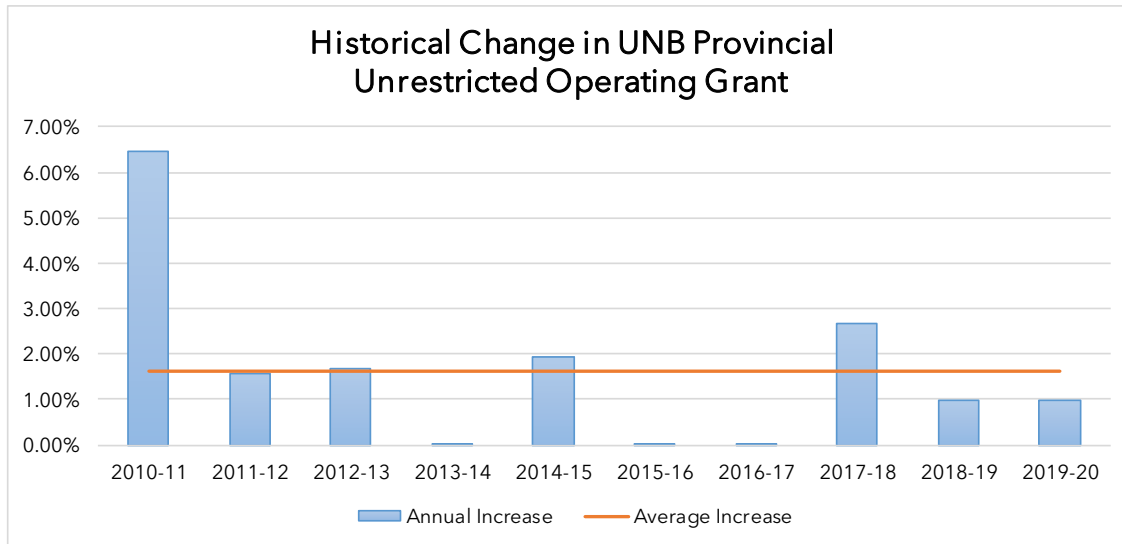
Operating Revenue

Sources of Revenue

Provincial Operating Grant (Schedule 1)

The provincial operating grant currently accounts for just over 59% of total revenue and as such, UNB is vulnerable to fluctuations in the level of funding provided by the Province. This is demonstrated by the fact that a 1% change in the grant equates to roughly \$1.2 million in revenue.

The following table provides details of the change to the unrestricted provincial operating grant for the last ten years.



Notes:

- * In fiscal years ending 2009 to 2012 UNB received a special grant amount in lieu of tuition increases. This accounts for most of the increase in 2010-11.
- ** The grant in lieu of tuition received in each year was (\$2.70M - 2009, \$5.67M - 2010, \$8.62M - 2011 & 2012)
- *** This special funding was ultimately added to the base grant for fiscal year ending 2013 but is reflected in the year received for the purpose of calculating the annual increases.
- **** The pilot funding increase in 2018 was \$1.85M, and has continued through 2019-20.
- ***** The average annual increase over the ten year period was 1.63%

The volatility and uncertainty around funding levels has made long-term budgeting very difficult in the post-secondary sector. This is an important detail as the University can only build into the budget ongoing costs that are supported by revenues that are expected to continue.

UNB signed a four-year MoU with the Province of New Brunswick in 2018 providing funding level stability thereby allowing UNB to establish predictable tuition levels through 2020-21. The MoU recognized the need for predictability of provincial funding in order for the University to provide predictability in tuition rates for students given that together, the two sources of revenue account for over 90% of University operating revenues. This re-established the University's authority over tuition rate setting by acknowledging UNB would implement a tuition reset in 2019-20 in order to bring its tuition rates back in line with other institutions.

Operating Revenue

The MoU was to cover a four-year rolling period in order to provide that stability, however, with no additional years being added, the MoU will expire at the end of the 2020-21 fiscal year. This results in significant budget uncertainty and could jeopardize the University's objective of tuition predictability for students over their four-year degree programs.

Tuition Revenue (Appendix D)

Tuition revenues are an important component of the overall financial framework of the University and are influenced by two variables: tuition rates and enrolment which are discussed separately below. Enrolment is complex and total tuition revenue is dependent on not only the number of students, but also the mix of students (domestic, international, undergraduate, graduate, full-time, part-time and now enrolment in each degree program as well).

UNB has the authority under the UNB Act (sections 36(n) and (o)) to establish tuition rates. The provincial government has become increasingly involved in tuition fee setting in New Brunswick over the last ten years. The MoU recently signed with the Government of New Brunswick recognizes government's interest in tuition setting but respects the University's authority to set rates. Both parties are concerned about the financial impact on students which is why an important component of the MoU was establishing tuition predictability. Therefore, it caps tuition increases at 2% per year for the duration of a student's degree. Although the MoU has not been renewed beyond April 30, 2021, we continue to use 2% as the long-term tuition increase percentage.

Tuition fees are set by the University with the following considerations in mind:

- Student accessibility/affordability;
- Fairness;
- Available student financial support (both through UNB and from the Province);
- Competitiveness;
- Financial sustainability (consideration of the costs to offer programs);
- Mandate of the Province of New Brunswick;
- Ability to maintain quality of programs.

Introduction of Program Specific Tuition Fees

As stated earlier, a key clause in the MoU stipulated the University would undertake a review of tuition and, if necessary, implement a tuition reset that could include an increase greater than 2% for students enrolling during the 2019-20 fiscal year.

The President established the Tuition Review Task Force in March 2017 with the mandate to review undergraduate tuition (domestic and international) and consider the case for differentiated tuition by program or faculty. The task force was guided by two overarching principles in its work: that tuition would be predictable to students during the course of their degrees and that the level of tuition would balance the objectives of affordability to students and supporting continued high-quality education at UNB. The task force followed three major avenues in reaching their conclusions:

1. Consideration of cost, competition and demand while making allowances for other factors including programs that are unique;
2. Examination of tuition frameworks at other universities across Canada;
3. Consultation with, and feedback from, stakeholders including faculty, staff and students.

Operating Revenue

In May 2018, after over a year of intensive work, the task force recommendations were approved by the President's Executive Team and the Board of Governors. Details of the recommendations are as follows:

1. Undergraduate tuition should be charged by term as opposed to by credit hour or course.
2. A tuition reset in 2019-20 is both necessary and appropriate as UNB's tuition has been one of the lowest of all Maritime universities. (Please note the proposed rates are summarized in the table below.)
3. There should be no reset for the international differential fees, but rather continue with the modest 3-5% increase typical of recent years.
4. A formal process for ongoing review should be established and the new framework should be thoroughly reviewed to evaluate its impact after five years (2023-24).
5. An implementation team should be established to address administrative issues, resources required and provide a clear definition regarding to whom a new rate would apply. This team was established in September 2018 and presented its recommendation to PET in January 2019, including the following definitions:
 - a. All newly enrolled full-time and part-time undergraduate students will have the new tuition rates apply as of the Fall 2019 term and forward.
 - b. Students enrolled prior to the Fall 2019 term are eligible for the legacy tuition rates for the duration of their degree (normally not to exceed five years - Fall 2024).

Final Recommended Tuition Rates

Degree Program	2018-19 Tuition	2019-20 Proposed Tuition	\$ Change	% Change
Existing (Legacy) Students	\$ 6,759	\$ 6,893	134	2.0%
Arts, Science, Education, Renaissance College (BIS Only)	6,759	7,126	367	5.4%
Forestry and Environmental Management, Renaissance College (BPhil Only)	6,759	7,464	705	10.4%
Kinesiology	6,759	7,938	1,179	17.4%
Computer Science	6,759	8,073	1,314	19.4%
Business and Business Administration	6,759	8,276	1,517	22.4%
Engineering and Nursing	6,759	8,411	1,652	24.4%
Law *	10,809	11,668	859	7.9%

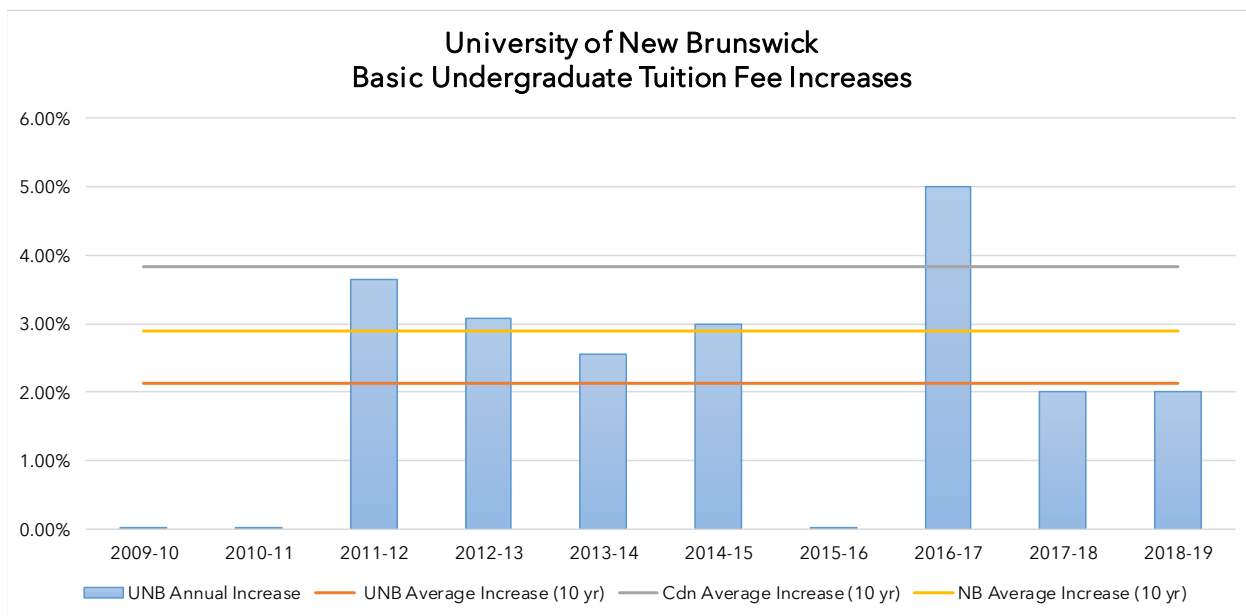
* Law tuition includes the former program fee and is on a staggered plan to increase to \$13,492 by 2021-22.

Operating Revenue

The budget statement in Appendix A and the pro-forma statements in Appendix J reflect the expected impact of the tuition reset in 2019-20 and over time. Details about proposed tuition and related fees for 2019-20 for both existing and newly enrolled students are contained in Appendix D.

The tuition reset is expected to provide \$1.4 million more tuition revenue in 2019-20 than a simple 2% increase without differential tuition. By the end of the four-year phase-in of the reset in 2022-23, the difference to tuition revenue is expected to be \$6.2 million. The tuition reset is a key component in the budget plan and provides much needed resources to continue offering quality education programs. This further demonstrates that without the tuition reset, we would need another \$6.2 million in budget reductions in order to reach financial sustainability.

The following table shows UNB’s tuition increases over the past ten years leading up to 2019-20’s reset; clearly underlining the fact that UNB’s tuition rates have increased at a slower rate than both the New Brunswick and Canadian averages.



Notes:

- * In fiscal years ending 2009 to 2012 UNB received a special grant in lieu of tuition increases
- ** UNB provided a one-time rebate for NB students in 2016-17 effectively deferring the 5% increase to 2017-18 for qualifying students
- *** The average increase over the ten year period was 2.13%
- **** Canadian Average (3.84%) - NB Average (2.89%) Data from Statistics Canada Table: 37-10-0045-01 (formerly CANSIM 477-0077)

Canadian Undergraduate Tuition

The average undergraduate tuition fees in provinces across Canada for 2018-19 for full-time students increased by 3.3%, while average tuition fees at New Brunswick universities increased by 2.9% in 2018-19. UNB’s tuition fees increased by 2% in both 2017-18 when the national average was 3.1%, and 2018-19.

International Undergraduate Tuition

The average undergraduate tuition fees for full-time international students in provinces across Canada increased by 6.3% in 2018-19. Average international tuition fees of New Brunswick universities increased by 3.0% in 2018-19, while UNB’s international differential fees increased by 5% in 2017-18 and by 3% in 2018-19.

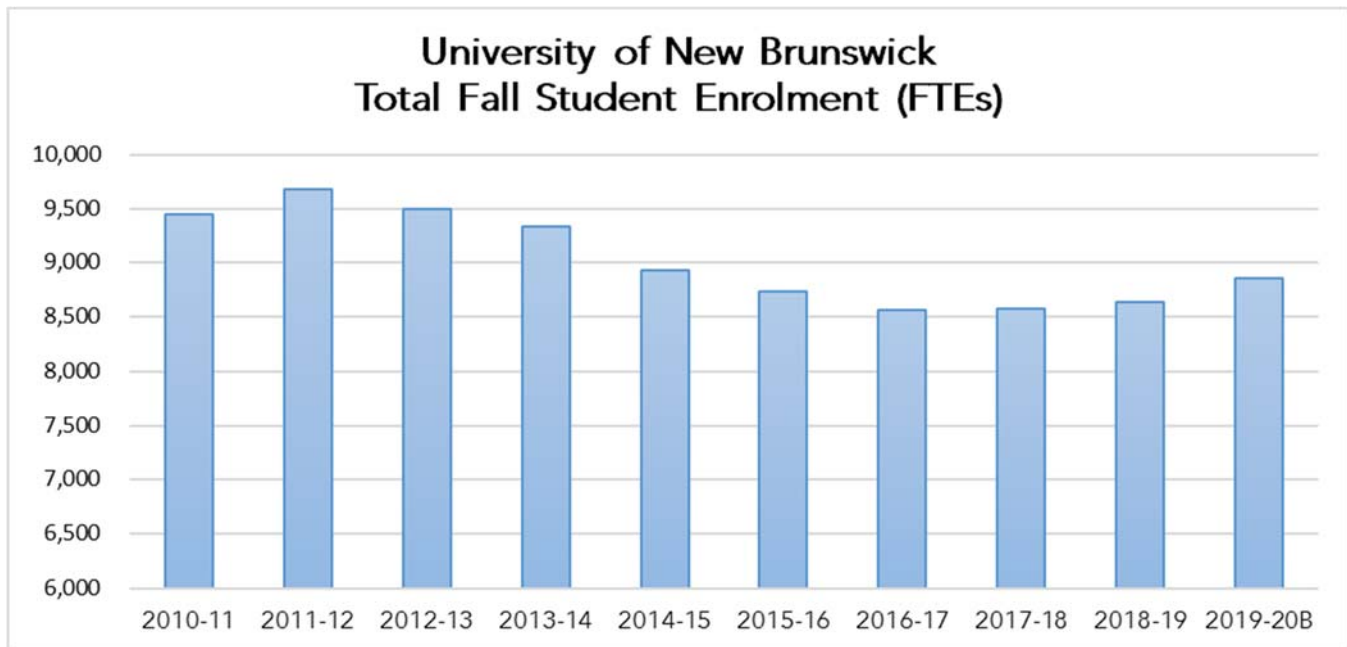
Operating Revenue

Student Enrolment (Appendix C)

Context

Student enrolment is a key driver of tuition revenue for the University and, with many influencing factors, is very difficult to forecast. Ultimately, the University Registrars forecast undergraduate enrolment levels and the Dean of Graduate Studies is responsible to forecast graduate enrolments. Factors including historical enrolment data, current admission applications and acceptances, enrolment trends, high school demographics, international trends and any changes to program specific enrolment caps are all considered in enrolment forecasting. Additionally, the split between full-time and part-time students as well as any government assistance programs to students, such as the Free Tuition, Tuition Relief to the Middle Class and Medicare equivalency for international students, are also considered in developing forecasts.

These enrolment forecasts are then used to model tuition revenue in future years and, specifically, to calculate budgeted tuition revenue in the operating budget. The following table shows the overall enrolment levels on a full-time equivalency (FTE) basis at UNB since 2010-11, indicating a steady decline since 2011-12 until seeing small increases starting in 2017-18. The budgeted enrolment for 2019-20 reflects an increase from the 2018-19 actual fall enrolment numbers of 224 FTEs (2.6% increase) and an increase from 2018-19 budgeted fall enrolment of 217 FTE (2.5%). Budgeted enrolment for 2019-20 is at 8,849 FTE students. This remains 599 FTEs (6.3%) lower than the 2010-11 actual enrolment level.



The increased enrolment forecasted is largely a result of the students in the larger 2017-18 and 2018-19 cohorts continuing through their programs with higher retention rates, as well as an assumed increase in the number of nursing seats effective 2019-20 as a result of a review by the Faculty.

Historical enrolment can be found in Appendix C. The table on the next page provides a comparison of budgeted enrolment in 2019-20 with actual and budgeted enrolment in 2018-19.

Operating Revenue

University of New Brunswick Fall Term Student Enrolment (FTEs)

	UNBF	UNBSJ	UNB
2018-19 Budget	6,679	1,953	8,632
2019-20 Budget	6,866	1,983	8,849
FTE Change	187	30	217
% Change	2.80%	1.54%	2.51%
2018-19 Actual	6,725	1,900	8,625
2019-20 Budget	6,866	1,983	8,849
FTE Change	141	83	224
% Change	2.10%	4.35%	2.59%

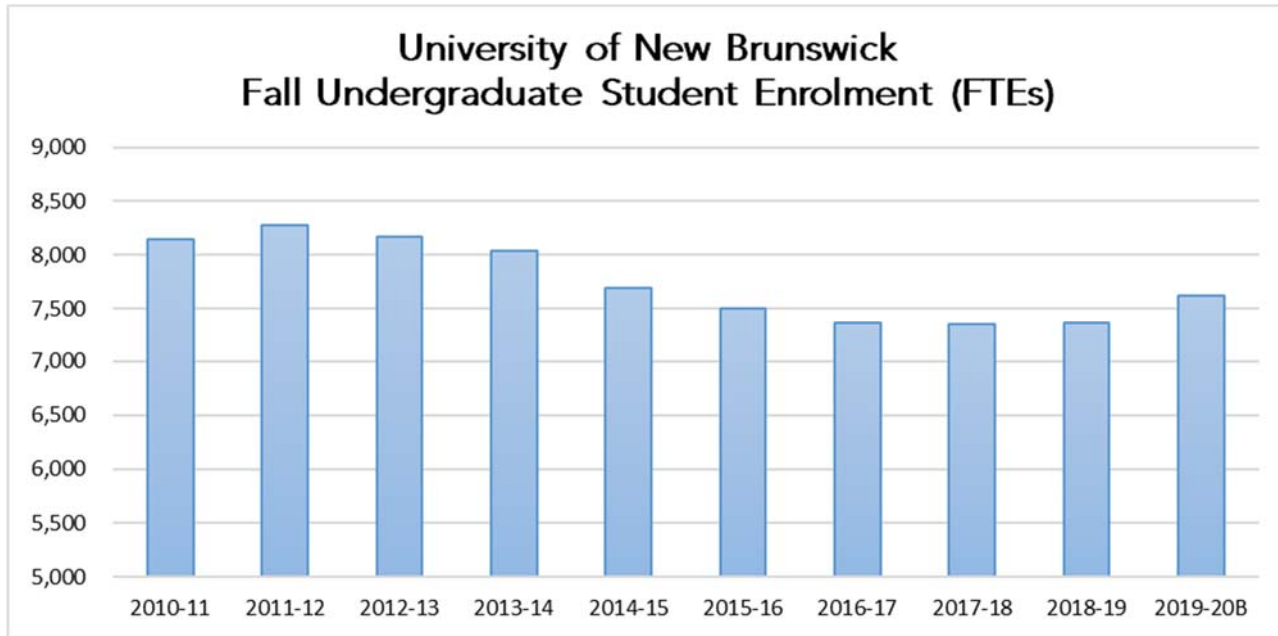
Undergraduate Enrolment

The last ten years in Atlantic Canada have seen declining enrolments at virtually all the universities, including UNB. A number of factors have contributed to this decline. Seventy-one percent of UNB undergraduate students come from New Brunswick and with this demographic declining, the number of local students coming to UNB is also declining necessitating the University to look beyond our provincial borders for students. In May 2015, the Board of Governors approved a significant investment in a recruitment marketing campaign and the restructuring and refocusing of the University's recruitment efforts recognizing an influx of students from outside New Brunswick would be needed to stem the declining enrolment. The initial focus of the efforts has been other Canadian provinces but that is now changing to include international markets as well.

In addition to the enhanced recruitment efforts, there have been extensive efforts on both campuses to enhance transition, provide support services and a culture in which students can thrive and succeed, and eliminate barriers that may prevent students from completing their programs. As today's university student is mobile and has many competitive universities to select from, every effort is made to ensure that students who arrive at UNB are supported through to graduation. Retention rates from first to second year and beyond continue to stabilize and improve.

These efforts were designed to reverse the enrolment decline and as the following chart indicates, the downward trend on undergraduate enrolment has indeed been reversed with small increases reflected in 2017-18 and 2018-19. We also believe the initiatives of the provincial government to increase the accessibility of post-secondary education through their tuition relief programs may have had an impact on enrolments. Undergraduate enrolment is forecasted to increase by a larger margin in 2019-20 based on increased applications to date, improved retention and increasing the cap on enrolments in the Nursing program.

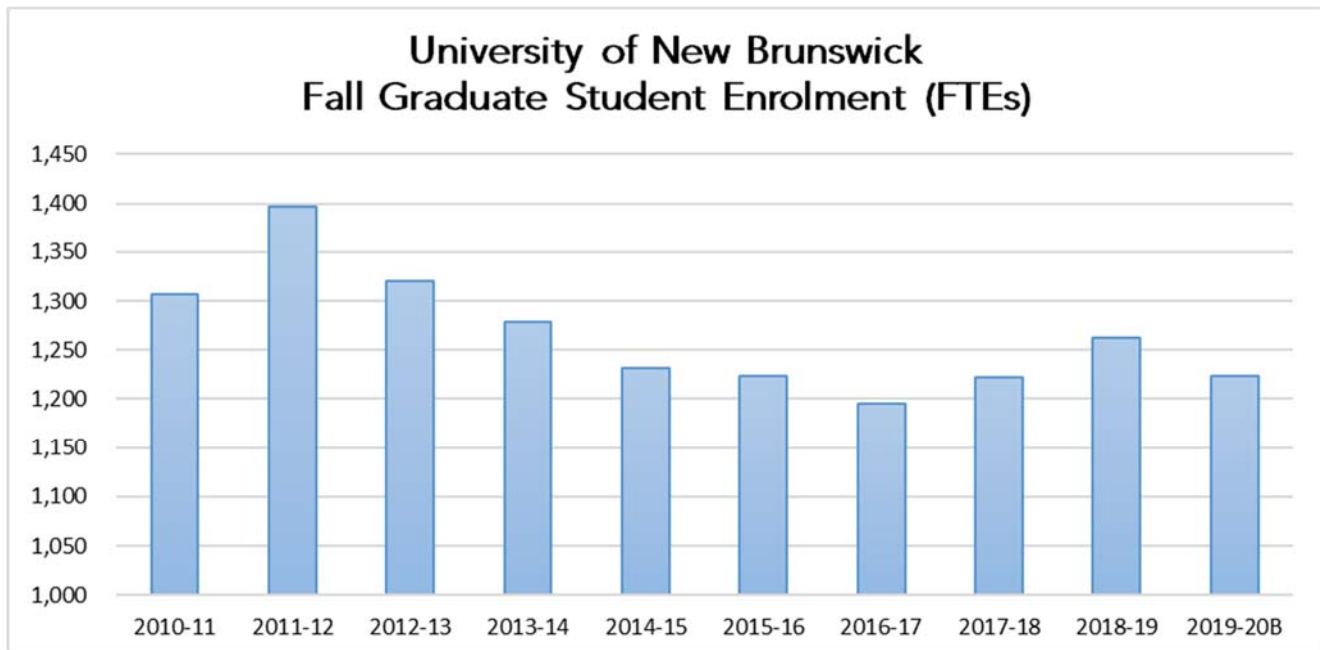
Operating Revenue



Graduate Enrolment

Graduate enrolment is forecasted to remain somewhat static in 2019-20, however, the potential for increase exists as the University has recently launched a new professional masters program in Quantitative Investment Management and has a strategy in place to increase enrolments in the Saint John MBA program, as well as more intense international recruitment initiatives.

As the following chart illustrates, graduate enrolment has been relatively stable around 1,200 FTE except for a spike between 2011 and 2014, primarily related to a specialized MBA program of limited duration and a significant cohort of international students, both on the Saint John campus.

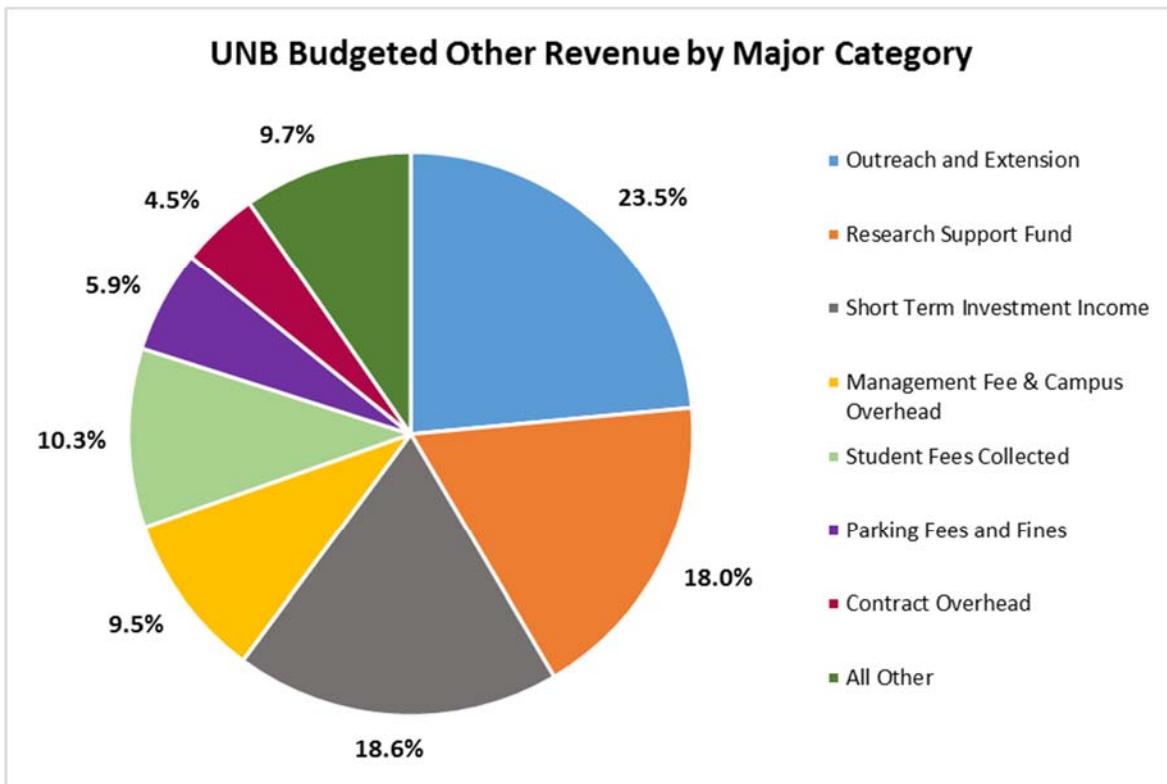


Operating Revenue

Other Revenue (Appendix A, Schedule 2)

Sources of revenue, other than provincial funding and tuition fees, have become an increasingly important component of the University's financial framework. While other revenue represents approximately 8.6% of total revenue, it is the category that has seen the largest growth at 27.3% over the five years since 2014-15 and 83.1% since 2009-10.

The 2019-20 operating budget contains just under \$17.0 million in revenues from other sources. Other revenue is available to the University to offset all other expenses. In addition to these centrally budgeted amounts, faculties, support departments and various University-wide units generate \$16.7 million of revenues and/or cost recoveries which directly offset expenditure within their own budgets.



The tables included in Appendix A, Schedule 2 provide more detail about the components of other revenue. Outreach and extension is the largest single budgeted amount of other revenue at \$4.0 million in 2019-20 (23.5%). This relates entirely to the net profits generated by the College of Extended Learning (CEL) from various credit and non-credit programs. CEL's total revenue is budgeted at \$15.0 million less expenses of \$11.0 million. Short-term investment income comprises \$3.2 million (18.6%) of other revenue and comes from investment revenue on operating cash and internal loans that finance university projects. The Research Support Fund (RSF) is the third largest category of other revenue at almost \$3.1 million (18.0%). RSF is income received to support general overhead costs associated with research grants funded by the Tri-Council Research agencies.

Other revenue for the Fredericton Campus is budgeted at \$13.7 million. This represents an increase of \$714 thousand (or 5.5%) from the 2018-19 budget, primarily related to an anticipated increase in short-term investment income.

Operating Revenue

Other revenue for Saint John campus is budgeted at \$3.3 million. This represents an increase of \$211 thousand (or 6.8%) from the 2018-19 budget, primarily related to an anticipated increase in short-term investment income.

The \$17.0 million dollar budget in 2019-20 has increased from \$16.1 million in 2018-19. The main drivers of the increase are:

- Higher short-term investment income due to changes allowing investment of cash in vehicles offering higher returns;
- Higher revenue generated from application fees;
- Lower expected revenue from the research support fund.

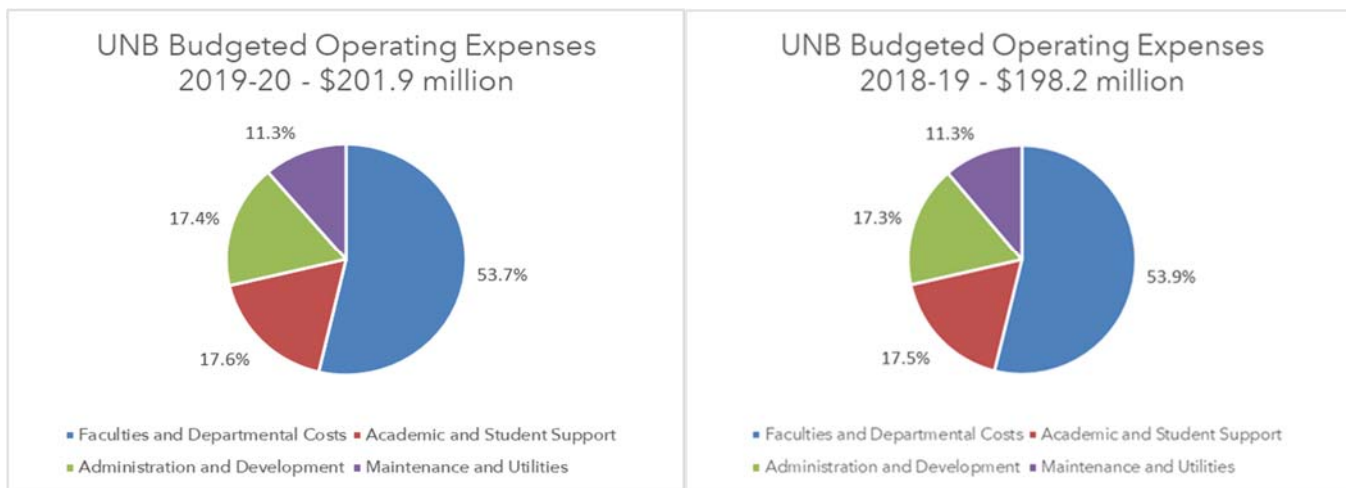


Expenses

Total Expenses

Total expenses include operating expenses, as well as the net cost of ancillary operations, contingencies, priority allocations and the impact of in-year salary savings. Budgeted total expenses for 2019-20 are \$199.6 million, a 1.8% increase from 2018-19 budgeted expenses (as restated).

Operating expenses include the ongoing expenses to operate the University and are divided into two primary categories: Academic and Research (includes Faculties and Departments as well as Academic and Student Support), and Administrative and Support Services (made up of Administration and Development, and Maintenance and Utilities). The following pie chart depicts the proportion of budgeted operating expenses in each of these four categories for the University. The relative proportions on both campuses are the same and these percentages have been relatively stable for many years.



There is a net \$3.7 million increase over 2018-19 budgeted operating expenses which is explained in more detail in the following sections. The 2019-20 budget includes expense reductions totaling \$2.4 million (\$2.2 million on the Fredericton campus and \$0.2 million on the Saint John campus). A continuing freeze on non-salary budgets was implemented prior to identifying budget reductions, in essence adding a further \$0.6 million to the total 2019-20 cost containment.

Approximately 75% of total expenses are salary and related costs. These costs are budgeted to increase, according to signed collective agreements or, if no signed agreement is in place, the budgeted increase is based on management's best estimate. Currently, there is only one bargaining unit (PTSU) without a collective agreement in 2019-20 budget year, negotiations are ongoing.

Budget reductions have been included that relate to the elimination of salary expenses that equate to the reduction of 20.7 FTE's. The overall salary mass at the University is budgeted to increase by 1.7% (\$3 million) even after the elimination of those costs. The remainder of the expenses were also reviewed on a unit-by-unit basis to identify possible reductions strategically rather than by applying a reduction target percentage across the board. This enabled selective budget reductions that minimized the impact on the academic and administrative units and avoided any layoffs.

Expenses

Fredericton Campus

Overall expenses for Fredericton and University-wide units are budgeted at \$161.3 million, representing a net increase of \$2.7 million (1.7%) from 2018-19. The budget reflects approximately \$2.2 million in expense reductions, a \$268 thousand revenue increase, as well as some adjustments for non-discretionary expenses. Budget adjustments by category are as follows: \$1.5 million (1.5%) in Faculties and Departments, \$263 thousand (0.8%) in Academic and Student Support units, \$408 thousand (1.2%) in Administrative units, and \$113 thousand in other adjustments.

Saint John Campus

Overall expenses on the Saint John campus in 2019-20 are budgeted at \$38.3 million. This represents an increase of \$755 thousand (2.0%) from 2018-19. The campus made budget reductions totaling \$150 thousand (0.7%), representing one vacant faculty position in the Faculties and Departments category.

Composition of Operating Expenses

Faculty and Departmental Costs (Appendix A, Schedule 3)

This category of expense includes funding for teaching and non-sponsored research activities on the Fredericton and Saint John campuses. This includes salaries and benefits for faculty and support staff, as well as day-to-day operating costs (i.e. "non-salary" expenses), but excludes utilities and normal building repairs and maintenance which are reflected in a separate category. This category is subject to the normal increases related to human resource costs, including salary increases as recognized in collective agreements, and non-salary inflationary pressures.

University of New Brunswick Faculty and Departmental Costs (\$000)				
	Approved Budget (restated) 2018-19	Proposed Budget 2019-20	Increase (Decrease) Dollars Percent	
Fredericton Campus and UW	\$ 85,014.6	\$ 86,218.0	\$ 1,203.4	1.4%
Saint John Campus	<u>21,830.9</u>	<u>22,170.5</u>	<u>339.6</u>	<u>1.6%</u>
UNB Consolidated	<u>\$ 106,845.5</u>	<u>\$ 108,388.5</u>	<u>\$ 1,543.0</u>	<u>1.4%</u>

Faculties and Departmental costs for the Fredericton campus are budgeted at \$86.2 million. This represents an increase of \$1.2 million (1.4%) over 2018-19. The total faculty complement has been reduced by 8.5 FTE's from prior year, five of these being vacant tenure track faculty positions, the remainder being academic term positions and stipend pools. There were also 5.5 FTE non-academic positions reduced in this category.

The 2019-20 increase of \$1.2 million over 2018-19 in the budget submission is comprised of the following main components, after factoring the budget reductions of \$1.5 million.

- Increased salary and related costs of \$412 thousand
- Increased non-salary expenses of \$149 thousand
- Decreased departmental revenue of \$642 thousand

Expenses

Faculties and Department costs for the Saint John campus are budgeted at \$22.2 million. This represents an increase of \$339.6 thousand (1.6%) from 2018-19. The full-time faculty complement was reduced by one FTE, which was vacant due to a retirement.

A detailed schedule of the units included in this category can be found in Appendix A, Schedule 4.

Academic and Student Support (Appendix A, Schedule 3)

This category of expense includes operating budget contributions towards direct student services, scholarships, and financial assistance. This includes graduate research assistantships, graduate teaching assistantships, and undergraduate scholarships; services to students such as intercollegiate athletics and campus recreation, as well as costs associated with offices oriented toward academic and student support like the Vice-President (Research), classroom technical support services, multimedia services, Student Services and libraries. A detailed schedule can be found in Appendix A, Schedule 4 listing all the units on both campuses that are included in this category. Expenses in this category are also subject to the normal increases related to human resources and non-salary inflation.

University of New Brunswick Academic and Student Support (\$000)				
	Approved Budget (restated) 2018-19	Proposed Budget 2019-20	Increase (Decrease)	
			Dollars	Percent
Fredericton Campus and UW	\$ 30,116.1	\$ 30,794.9	\$ 678.8	2.3%
Saint John Campus	<u>4,703.3</u>	<u>4,841.5</u>	<u>138.2</u>	<u>2.9%</u>
UNB Consolidated	<u>\$ 34,819.4</u>	<u>\$ 35,636.4</u>	<u>\$ 817.0</u>	<u>2.3%</u>

Academic and Student Support for the Fredericton Campus is budgeted at \$30.8 million. This represents an increase of \$678.8 thousand (2.3%) over 2018-19 and is comprised of the following main components, after factoring the budget reductions of \$263.1 thousand. The total complement in this area was reduced by 2.25 FTE of non-academic positions.

- Increased salary and related costs of \$720 thousand
- Increased non-salary expenses of \$189 thousand
- Increased departmental revenue of \$230 thousand (reduces the net expense budget)

Academic and Student Support for the Saint John campus is budgeted at \$4.8 million. This represents an increase of \$138.2 thousand (2.9%) over 2018-19 budget. The increase is made up of:

- Increased salary and related costs of \$78 thousand
- Increased non-salary expenses of \$60 thousand

A detailed schedule of the units included in this category can be found in Appendix A, Schedule 4.

Expenses

Administration and Development (Appendix A, Schedule 3)

This category includes the costs of various units within the University that provide administrative and support services to the University as a whole. This includes University-wide units such as the President's office, Vice-President (Administration and Finance), Trust and Treasury, Financial Services, Secretariat Office, Human Resources and Organizational Development, Vice-President (Advancement), Development and Donor Relations. Additionally, there are several campus-specific units on each campus, such as the Vice President Saint John, Registrars' Offices and local support offices for Financial Services, Human Resources and IT services.

University of New Brunswick				
Administration and Development				
(\$000)				
	Approved Budget (restated) 2018-19	Proposed Budget 2019-20	Increase (Decrease)	
			Dollars	Percent
Fredericton Campus and UW	\$ 27,336.0	\$ 28,007.7	\$ 671.7	2.5%
Saint John Campus	<u>6,898.2</u>	<u>7,047.8</u>	<u>149.6</u>	<u>2.2%</u>
UNB Consolidated	<u>\$ 34,234.2</u>	<u>\$ 35,055.5</u>	<u>\$ 821.3</u>	<u>2.4%</u>

Administration and Development for the Fredericton campus and University-wide units is budgeted at \$28.0 million. This represents an increase of \$671.7 thousand (2.5%) over 2018-19.

The increase is comprised of the following main components, after factoring the budget reductions of \$408.5 thousand (1.5%). The total complement in this area was reduced by 4.5 FTE of non-academic positions.

- Increased salary and related costs of \$452 thousand
- Increased non-salary costs of \$162 thousand
- Decreased Revenue of \$58 thousand

Administrative and Development Services for the Saint John campus is budgeted at \$7.0 million and represents an increase of \$149.6 thousand (or 2.2%) over 2018-19. The increase is due mainly to base salary increases.

A detailed schedule of the units included in this category can be found in Appendix A, Schedule 4.

Expenses

Maintenance and Utilities (Appendix A, Schedule 3)

The majority of this category of expenses is allocated to Buildings & Grounds (i.e. operational maintenance and cleaning).

Another major category within this budget is utilities, i.e. the costs of heat, electricity, water, cleaning and operational maintenance for all academic, research and support facilities. While this category of expenses is generally subject to the same pressures on human resource and non-salary inflation, it is particularly sensitive to fluctuations in weather, as well as the volatility of fuel prices and utility costs.

University of New Brunswick				
Maintenance and Utilities				
(\$000)				
	Approved	Proposed	Increase (Decrease)	
	Budget (restated) 2018-19	Budget 2019-20	Dollars	Percent
Fredericton Campus and UW	\$ 17,533.3	\$ 17,893.3	\$ 360.0	2.1%
Saint John Campus	<u>4,807.2</u>	<u>4,934.9</u>	<u>127.7</u>	<u>2.7%</u>
UNB Consolidated	<u>\$ 22,340.5</u>	<u>\$ 22,828.2</u>	<u>\$ 487.7</u>	<u>2.2%</u>

The Fredericton campus relies on a variety of fuels in its central heating plant, with the current fuel mix heavily reliant on natural gas. The campus produces more steam than it needs and sells steam on a cost recovery basis to the Dr. Everett Chalmers Hospital, St. Thomas University and some other buildings in close proximity. Maintenance and utilities costs for the Fredericton campus are budgeted at \$17.9 million. This represents an increase of \$360.0 thousand (2.1%) over 2018-19. The total complement in this area was reduced by 0.5 FTE.

The increase is comprised of the following main components, after factoring the budget reductions of \$2 thousand:

- Decreased salary and related costs of \$23 thousand
- Increased non-salary costs of \$681 thousand
- Increased revenue of \$298 thousand

The Saint John campus relies on the plant at the Saint John Hospital for its central heating steam. Maintenance and utilities costs for the Saint John campus are budgeted at \$4.9 million, representing an increase of \$127.7 thousand (2.7%) over 2018-19. The increase is made up of:

- Increased utility costs of \$110 thousand
- Increased salary and related costs of \$18 thousand

A more detailed breakdown of the expenses in this category is found in Appendix A, Schedule 4.

Expenses

Other Expenses

In-year Salary Savings

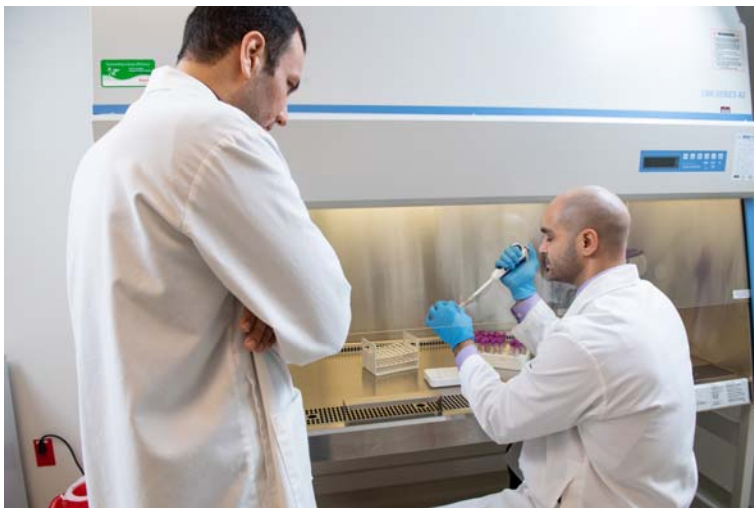
The University has a large faculty and staff complement and, at any point in time, some of these positions will be unfilled (vacant). Some vacancies will exist for a period of time every fiscal year. Budgeted salary savings represent the estimated cost savings associated with these temporarily vacant positions each year and are included in the budget to reflect the reduced cost in the budget plan.

University of New Brunswick				
In-Year Salary Savings				
(\$000)				
	Approved Budget (restated) 2018-19	Proposed Budget 2019-20	Increase (Decrease)	
			Dollars	Percent
Fredericton Campus and UW	\$ (3,344.4)	\$ (3,344.4)	\$ -	0.0%
Saint John Campus	<u>(745.0)</u>	<u>(745.0)</u>	-	0.0%
UNB Consolidated	<u>\$ (4,089.4)</u>	<u>\$ (4,089.4)</u>	\$ -	0.0%

Fredericton campus & University-wide units have experienced an average of \$4.5 million annually in salary savings. These savings are attributed to the deferral of appointments, unforeseen retirements, resignations or other forms of vacancy/reduced work load.

It is estimated that an average of \$1.2 million of these salary savings are typically returned to units to backfill vacancies until a permanent replacement can be hired, resulting in budgeted net salary savings of \$3.3 million. The 2018-19 experience is in line with this level of salary savings.

Total net salary savings on the Saint John campus have been budgeted at \$745 thousand for 2019-20 which is unchanged from 2018-19.



Expenses

In-year Priority Allocations

Priority funding is used to address initiatives of short duration or one-time initiatives as decided by senior administration. The budget for In-year Priority Allocations on the Fredericton campus has been reduced by \$87.0 thousand and remains unchanged on Saint John campus.

University of New Brunswick In-Year Priority Allocations (\$000)				
	Approved Budget (restated) 2018-19	Proposed Budget 2019-20	Increase (Decrease)	
			Dollars	Percent
Fredericton Campus and UW	\$ 935.3	\$ 848.3	\$ (87.0)	-9.3%
Saint John Campus	<u>58.7</u>	<u>58.7</u>	-	0.0%
UNB Consolidated	<u>\$ 994.0</u>	<u>\$ 907.0</u>	<u>\$ (87.0)</u>	<u>-8.8%</u>

Ancillary Operations (Appendix A, Schedules 4, 5 and 6)

Certain operations of the University are accounted for as business units having separate budgets as well as profit/loss statements. The intent is for these units to be self-sufficient, operating on a break-even basis. Currently, this is not the case in all instances. Ancillary units are not eligible for any provincial government funding related to infrastructure renewal, although some ancillary units are eligible for specific government programs such as the University Deferred Maintenance Program. Additionally, the Wu Conference Centre has a small endowment to assist with such matters, however, other ancillaries do not have adequate funds to address renewal requirements.

The budget package contains separate sections that describe the residence systems on both campuses, including details about revenues, expenses and capital investment requirements. Several years ago, the huge level of deferred maintenance associated with the residence system on the Fredericton campus was acknowledged and annual funding set aside in the budget for renewal. This renewal plan is currently underway and is discussed in more detail in the capital budget section of this document.

Details about proposed residence fees are contained in Appendix E.

Expenses

The following table details the net costs (contributions) from Ancillary Operations for Fredericton and University-wide Units:

Fredericton Campus and University-wide Units (\$000)	Approved	Approved	Proposed	Increase(Decrease)	
	Budget	Budget	Budget	Dollars	Percent
	2017-18	2018-19	2019-20		
Residence System	\$ 893.2	758.5	686.9	\$ (71.6)	-9.4%
Aitken University Centre	474.1	469.3	409.3	(60.0)	-12.8%
BMO Turf Field and Dome	(22.1)	(22.1)	(22.1)	-	0.0%
WU Conference Centre	(2.1)	(37.0)	(43.5)	(6.5)	17.6%
Bookstore	(138.2)	(141.4)	(141.5)	(0.1)	0.1%
Total net position	\$ 1,204.9	1,027.3	889.1	\$ (138.2)	-13.5%

The Saint John campus operations also include certain units that are accounted for as business units having separate budgets as well as profit/loss statements. These units are expected to either remain self-sustaining or generate a small contribution towards the Saint John campus operations in the form of a management fee which is reported as Other Revenue. Any remaining surplus is internally restricted to the sole benefit of the operating unit. The result of this is that there is no additional net impact on the operating budget and the operations of the ancillary units as a whole result in a net budget of \$0.

More details related to budgets for ancillary operations can be found in Appendix A, Schedule 5. Detailed Residence and Conference Services budgets can be found in Appendix A, Schedule 6.

Sources of One-Time Funding

The 2019-20 budget includes a transfer of \$2.4 million from one-time internally restricted funds to reduce the deficit resulting in a balanced budget on a net basis.



Residence and Conference Services Budget Summary

University residence systems on both campuses are an important element in the attraction and retention of students at UNB. Residence operations are budgeted to generate approximately \$16.8 million in revenue which is utilized to operate and maintain the residences, including the contracted food services. There is a net cost of \$687 thousand budgeted for residence and conference services operations, which includes saving for a capital renewal program. The following table provides a budget summary of residence and conference services operations:

	Residence and Conference Services Budgets (\$000)					
	2018-19 Budget			2019-20 Budget		
	Fredericton	Saint John	Consolidated Total	Fredericton	Saint John	Consolidated Total
Financial						
Revenues	\$ 14,053	\$ 1,784	\$ 15,837	\$ 14,995	\$ 1,837	\$ 16,832
Expenses	14,811	1,784	16,595	15,682	1,837	17,519
Net Shortfall	\$ (758)	\$ -	\$ (758)	\$ (687)	\$ -	\$ (687)
Capital Improvements included in expenses	\$ 2,193	\$ 67	\$ 2,260	\$ 2,193	\$ 96	\$ 2,289
Occupancy						
Total beds in system	1,407	241	1,648	1,411	251	1,662
Beds budgeted to be occupied	1,275	217	1,492	1,284	226	1,510
Budgeted Occupancy %	90.6%	90.0%	90.5%	91.0%	90.0%	90.9%

Detailed budgets for the Residence and Conference Services operations on both campuses are included in Appendix A, Schedule 6.

The Maritime Provinces Higher Education Commission (MPHEC) does not provide financial support to residence facilities, therefore, the residence system relies on accommodation revenue from residence students and conference services to cover all costs.

The Fredericton Campus' traditional residence inventory comprises twelve buildings of which nine are in or near the campus core. Residences are made up of 90% double occupancy rooms, but do offer some single rooms and are generally equipped with group washrooms on each corridor. Students are required to purchase a meal plan.

Six three-story residence buildings reside within the immediate academic core ("quad"): Aitken, Bridges, Harrison, MacKenzie, Neill, Neville/Jones. Each houses approximately 100 students. Three residence houses make up a linked three-story structure and include an attached dining hall close to the academic core of campus: Lady Dunn, Joy Kidd, and Tibbits Hall ("DKT"). One suite-style residence, Elizabeth Parr Johnston (EPJ), is fully furnished with one, two and three-bedroom suites; it houses approximately 160 students.

One seven-story building, McLeod House, resides on the periphery of campus and includes its own first floor dining hall with limited menu offerings due to the residence's distance from both main meal halls.

Another seven-story apartment style building, Magee House, also resides on the periphery of campus and provides one, two and three-bedroom unfurnished apartments for families.

Lady Beaverbrook Residence, a three-story building, resides on campus but is removed from other buildings at the base of the hill.

Residence and Conference Services Budget Summary

The Saint John residence system consists of total accommodations for 251 students in the Sir James Dunn Residence (traditional, full-service residence) and the Dr. Colin B. Mackay Residence (two-bedroom suite residence).

All residences, on both campuses, offer students the opportunity to live on campus in modern and convenient accommodations. They offer standard house amenities that include furnished TV and study lounges, wireless internet, along with modern free laundry facilities. The residences foster an academic and cultural environment in non-smoking, security card locked buildings. The residence system is supported by our residence life staff, along with key partnerships with Student Services and other academic and administrative support units.

The proposed residence budget for each campus is a comprehensive report of revenues, operating expenses and capital expenditures associated with each residence system.

Our strengths in Residence & Conference Services are our students and staff, evidenced by a high residence demand from new and returning students, and repeat conference business customers. Our goal is to be continually committed to our students and the university community, and to maintain and grow our conference business, while offering professional development to our staff/students and continued support of our residence programs with our diverse student residence population.

2019-20 Residence rates

Residence and meal rates are developed based on costs to run the system, as well as a review of the residence room and meal rates charged by other Atlantic universities and the local housing markets. In developing the 2019-20 budget for the Fredericton residence system, it was also necessary to complete a review of the existing residence fee structure for all Fredericton campus residence accommodations. The anticipated reopening in September 2019 of Tibbits Hall as a fully renovated residence space prompted a full review to ensuring differentiated rates for renovated and un-renovated rooms. Room rates in traditional residences (un-renovated) will increase by 2.5% with the meal plan rate increasing by 2.2%. Room rates in the apartment-style residence (Magee House) will increase by 3.4%. Rates for suite-style (EPJ) accommodations have been reset to be consistent with all other residence types involving several rate changes. Tibbits Hall (renovated) has been set at competitive rates consistent with Atlantic universities and the local housing market.

In the Saint John residence system, the cost of the tax-free declining balance meal plans will increase to \$3,000 from \$2,600. The medium and small-sized meal plans will remain unchanged at \$1,200 and \$800 per year. Fees for suites and rooms will increase, for the most part, by 3.0%.

Details of the rates are contained in Appendix E.



Capital Budget Summary

In order to support the needs of world class teaching, research and the overall student experience, buildings, infrastructure, classrooms, laboratories and other spaces must be constantly renewed, upgraded and modernized. The current appraised value of UNB buildings, infrastructure and contents is estimated at over \$1.5 billion.

The capital budget reflects expenditures to be made on capital assets (equipment, buildings, renovations, improvements and capital renewal) that are funded from designated sources. The 2019-20 Capital Budget is \$20.5 million, compared to \$19.9 million in 2018-19. Of the \$8.4 million in the Residence System, \$7.6 million is allocated for the renewal and renovation of Tibbits Hall, Lady Dunn Hall and the start of Joy Kidd Residence.

A summary of the 2019-20 Capital Budget follows:

Sources of Capital Funding 2019-20 (\$ millions)			
	<u>Fredericton</u>	<u>Saint John</u>	<u>Total</u>
Building and Spaces			
-Provincial alteration & renovation grant	\$ 2.2	\$ 0.3	\$ 2.5
-Facilities Improvement Fee	1.2	0.4	1.6
-Land and rental revenue	1.6	-	1.6
-Provincial University Deferred Maintenance Program	0.8	0.2	1.0
-Energy Management Program	0.6	1.0	1.6
-Operating	1.0	0.1	1.1
-Residence System	8.4	-	8.4
	<u>\$ 15.8</u>	<u>\$ 2.0</u>	<u>\$ 17.8</u>
Equipment and Technology			
-Provincial non-space grant	1.9	0.3	2.2
-Student technology fee	0.4	0.1	0.5
	<u>2.3</u>	<u>0.4</u>	<u>2.7</u>
Total	<u>\$ 18.1</u>	<u>\$ 2.4</u>	<u>\$ 20.5</u>

The following table contains a summary of the Capital Budget spending by category for 2019-20 and the prior year:

University of New Brunswick Summary of Capital Budget (\$ millions)			
	Approved 2018-19	Proposed 2019-20	
Building and Spaces			
Fredericton	\$ 15.2	\$ 15.8	
Saint John	<u>2.0</u>	<u>2.0</u>	
	17.2	17.8	
Equipment and Technology			
Fredericton	2.3	2.3	
Saint John	<u>0.4</u>	<u>0.4</u>	
	2.7	2.7	
Total	<u>\$ 19.9</u>	<u>\$ 20.5</u>	

Capital Budget Summary

A more detailed breakdown of the capital budget for each campus, as well as a list of major projects is included in Appendix I.

Accumulated Deferred Maintenance (ADM)

UNB's Fredericton campus contains some of the oldest university buildings in Canada. While this is part of its charm and appeal, it creates challenges for UNB in the form of ADM. The situation on the Saint John campus is less serious as the buildings are newer, however, the campus is now over 50 years old and ADM is also becoming a significant issue on that campus. ADM is the backlog of necessary major maintenance on buildings and infrastructure, and is estimated at \$266 million across the University.

According to a recent study commissioned by the University, UNB should spend \$15.3 million annually on infrastructure renewal on the Fredericton campus and \$3.1 million on the Saint John campus just to maintain the status quo in ADM. Annual spending above these values and/or divestiture of some buildings would be required to reduce ADM on both campuses.

Only a portion of the total capital budget of \$20.5 million in 2019-20 will address deferred maintenance, as there are other requirements to address regulatory compliance, to refresh technology and to make programmatic changes to teaching and learning spaces. Therefore, the \$20.5 million in the budget will not halt the ADM growth. Recognizing the limited funding, UNB works to leverage funding from various sources and to ensure that most capital project work contains an element of ADM reduction.

University Deferred Maintenance Program (UDMP)

In 2009-10, the Province of New Brunswick established the UDMP to provide funding to the four publicly funded universities to assist in addressing their ADM. Over the period from 2009-10 to 2018-19, UNB's share of that funding has been approximately \$36 million and has been used to address deferred maintenance issues on both campuses.

The program has continued into 2019-20 and UNB's share once again is expected to be just over \$1 million. The funding has been allocated between the Saint John and Fredericton campuses for the projects outlined in the capital budget submissions for each.



Capital Budget Summary

Fredericton Residence Renewal

In 2018-19, the University began renovating the Tibbits Hall Residence as the first phase of a long-term residence renewal plan on the Fredericton campus, with the space anticipated to be complete in time for occupancy in September 2019. The capital budget in 2019-20 includes \$8.4 million for the next phase of the renewal project that will see the Lady Dunn residence similarly renovated, followed by renovations to the Joy Kidd residence in 2020-21, resulting in the complete renewal of the Dunn/Kidd/Tibbits (DKT) complex. This project will see every room fully renovated including upgraded electrical, mechanical and control systems, as well as the creation of new single residence rooms, accessible rooms, and semi-suites in the core of campus. The existing washroom and showers will also be completely renovated and additional single washrooms will be created to provide increased privacy to meet changing student requirements. These changes are considered very desirable by students and are comparable to new residences at other Atlantic Universities. A new elevator will also be installed for vertical circulation and improved accessibility throughout the building.

The funding for these renovations is from an ongoing annual budget appropriation that has been included in the Residence system since 2013-14 that will fund a significant amount of the costs up front, but also requiring debt financing for the later portions of the project that will be repaid through the residence system over 20 years. The renovations of the DKT complex will see the reduction of \$9.5 million of deferred maintenance. A plan is currently under development that would see all the residences in the core of the Fredericton campus fully renovated by 2028 removing a total of \$44 million in ADM.



Endowment Budget

UNB Endowment Spending Rate - Long-term Target

The University's objective is to set a long-term target endowment spending rate (policy rate) that is sustainable, competitive and achieves inter-generational equity (inflation protection). Stability and predictability are important for planning scholarships and other programs and activities that are supported by trust and endowment spending.

The policy spending rate was reduced from 4.25% to 4.00% in 2013-14 and has been maintained at 4.00% since then. However, for the following four years, spending from scholarship and bursary accounts was topped up to 4.25% through a transfer from the endowment backstop reserve. The use of backstop funding was a bridging measure, as it was anticipated that the level of endowments would grow significantly as a result of the recently completed capital campaign and would make the 4.00% policy rate sufficient to provide the level of bursary and scholarship support desired at UNB. Transfers from Endowment backstop reserve ended in 2016-17.

Since 2016-17, the Board of Governors' approved top-up spending by 0.25% (to a total spending rate of 4.25%) from individual endowment accounts that had a spending reserve balance that exceeded 12.00% of the endowment principal (original gift amount plus capitalized inflation reserve), which is an estimated three years of annual spending.

The Investments Committee reviews the policy spending rate on an annual basis. A number of key indicators are examined to determine the appropriate policy rate and the recommended level of endowment spending in the following fiscal year. Key indicators include the status of endowment spending and inflation reserves, expectations for future returns, donor expectations and best practices at other institutions.

The Board of Governors has maintained the long-term spending rate of 4.00% and approved spending from the endowment account at 4.00% plus 0.25% from accounts with a spending reserve in excess of 12.00% of the principal.

Update on Endowment Returns and Market Values

The market value of the University's Long-term Investment Fund (Fund) at December 31, 2018 was approximately \$331.7 million. This represents a significant increase from the \$139.3 million low following the 2008 financial crisis. This growth has resulted from a combination of new gifts and annual investment income, net of spending.

The following chart summarizes the annualized returns for the Fund for one to ten-year periods ended December 31, 2018:

University of New Brunswick Long-term Investment Fund Returns Dec 31, 2018 Annualized				
	1 Year	2 Years	4 Years	10 Years
Actual Returns	(0.22%)	4.20%	6.45%	8.66%
Policy Benchmark	(1.52%)	3.78%	5.20%	7.96%
Primary Target	6.00%	6.00%	6.00%	6.00%

Endowment Budget

- With the exception of the one-year period ending December 31, 2018, UNB returns were positive, exceeding the policy benchmark over the longer term.
- Returns for the one-year period have been negative (although greater than the benchmark), therefore, have not exceeded the nominal return of 6.00% needed to support an endowment spending rate of 4.00%.
- However, prior years' excess returns have resulted in healthy levels of endowment spending reserves enabling the university to maintain a 4.00% spending rate.

Endowment Spending 2019-20

The Investments Committee met on March 21, 2019 to make a recommendation to the Board of Governors with respect to endowment spending in 2019-20.

For 2019-20, the following was approved:

- The policy target spending rate was maintained at 4.00%.
- Spending was to be determined on an account-by-account basis.
- Spending at the target rate of 4.00% was permitted from accounts where spending reserves were sufficient to support this level of spending.
- For individual endowment accounts that had spending reserve balances exceeding 12.00% of endowment principal (an estimated three years of annual spending at the Board approved target spending rate), a spending "top-up" of 0.25% was permitted in 2019-20 from spending reserves, resulting in a total spending rate of 4.25%.

The continuation of the spending top-up was made possible because endowment spending reserves remain in excess of 12.00% of the principal balance in many accounts due to strong Fund performance in past years. The status of spending reserves and the availability of the top-up will continue to be assessed on a year-by-year basis.

2019-20 Estimated Endowment Spending

The estimated endowment spending for 2019-20 is calculated using the 48-month average market value of the Fund at December 31, 2018. The approved spending rate is applied to the 48-month average market value to determine the total dollars available for spending. This dollar amount will then be allocated among the trust funds based on their share of the weighted book value of the portfolio as at April 30, 2019. The estimated spending for 2019-20 is below:

2019-20 Estimated Spending By Type of Restriction Endowed Account	
Student Financial Aid	\$ 5,786,316
Chairs	\$ 546,674
Faculty Dept.	\$ 531,697
Research	\$ 374,434
Library	\$ 299,548
Property	\$ 292,616
Unrestricted	\$ 142,285
Other	\$ 82,376
Equipment	\$ 14,977
Athletics	\$ 7,489
Total	\$ 8,078,412

Multi-Year Operating Budget Outlook

Background

As each annual operating budget is prepared, a series of possible scenarios that illustrate what future operating revenues and expenses could look like in a steady state of operations is also compiled. This multi-year outlook is not a budget plan nor a prediction of what future events might be, rather, it is a tool to provide insights as to the future financial picture assuming the same level of operations so that appropriate actions can be planned.

Scenarios are prepared and reviewed internally to illustrate pessimistic, optimistic and best estimate assumptions with respect to levels of operating grant funding, tuition fees and enrolment in order to illustrate the range of possible scenarios. Future expense levels are modeled based on the most likely assumption, which are included in the attached pro-formas, to help illustrate what further adjustments are likely to be needed to structurally balance the budget by 2020-21.

The pro-forma statements included in Appendix J are provided to identify the extent of the gap between revenue and expenses given the assumptions used in the pro-forma statements. As always, the budget and related assumptions will continue to be reviewed and refined each year.

Analysis

All indications are that UNB, like many Canadian universities, is likely to face ongoing fiscal challenges as competition for a limited pool of students and increasing costs continue. The recent MoU between UNB and the province does give some predictability of provincial operating grant increases and tuition rates, although it expires at the end of 2020-21. We continue to lobby government to negotiate the MoU on a four-year rolling basis as stipulated in the agreement in order to provide increased predictability in budget planning.

Future years in the appendix are modeled assuming a 2% grant increase for 2020-21 and subsequent years. Additionally, the pilot funding received in 2017-18 has been rolled into the base budget in 2020-21 as agreed in the MoU.

Campus Registrars are currently predicting increases over 2018-19 for the 2019-20 budgeted enrolment. This is the result of increased enrolment in 2017-18 and 2018-19 flowing through using typical attrition and retention rates, forecasting an increase in admittances for 2019-20 based on application numbers, and increasing the number of nursing seats.

Our medium-term budget strategy is to produce a structurally balanced operating budget by the year 2020-21. The current pro-forma statements suggest that we will achieve our goal of a balanced budget by 2020-21 if adjustments of at least \$1.45 million occur in that year. Other priorities, such as deferred maintenance, will also need to be considered so the overall reduction might need to be even higher than this.

We will continue to monitor these assumptions, review expense growth and revenue opportunities. It is important to note that this is a continuous process and not a once a year review.

Multi-Year Operating Budget Outlook

Other assumptions (see Appendix B) could vary from real outcomes. The following sensitivity analysis illustrates how changes might impact future budgets.

- 1% operating grant fluctuation ± \$1.1 million
- 1% fluctuation in economic adjustment (EA) - full and part-time faculty ± \$0.7 million
- 1% fluctuation in EA - non-faculty ± \$0.5 million
- 100 FTE students ± \$0.7 million
- 1% fluctuation in tuition rate ± \$0.6 million

The University has some reserve funds that can continue to mitigate the impact of the structural deficit while the strategy to reach a balanced budget continues.

Modeling the Proforma Scenario for Future Operating Revenues and Expenses (\$ millions)

	<u>Revenue</u>	<u>Expense</u>	% Growth	
			<u>Grant</u>	<u>Tuition</u>
2019-20	\$ 197.2	\$ 199.6	1.0%	variable
2020-21	\$ 203.3	\$ 204.8	2.0%	2.0%
2021-22	\$ 209.2	\$ 210.1	2.0%	2.0%
2022-23	\$ 214.5	\$ 215.8	2.0%	2.0%
2023-24	\$ 218.7	\$ 221.5	2.0%	2.0%

Please note the above table does not account for the use of one-time money or future unassigned adjustments to achieve a balanced budget by 2020-21 currently estimated at \$1.45 million.



APPENDICES

Appendix A - Summary Statements of Operating Revenues & Expenses

Schedules

Revenue

- 1 Provincial Operating Grant
- 2 Other Revenue

Expenses

- 3 Detail of Operating Expenses by Category
- 4 Operating Expenses by Category Breakdown
- 5 Ancillary Operations
- 6 Residence and Conference Services Budget (detail)

Appendix B	Baseline Assumptions
Appendix C	Student Enrolment
Appendix D	Tuition and Related Fees
Appendix E	Residence and Related Fees
Appendix F	Parking Fees
Appendix G	Student Health and Dental
Appendix H	Student Organization Fees
Appendix I	Capital Budget
Appendix J	Multi-Year Outlook

Appendix A - Operating Budget Statements

University Consolidated

University of New Brunswick Consolidated	Actuals (\$000)	Projection	BUDGET (\$000)		Increase (Decrease)	
	2017-18 Restated Actuals	2018-19	2018-19 Restated Approved	2019-20 Proposed	Dollars	Percent
Revenue						
Provincial Operating Grant	\$ 114,939.3	\$ 116,070.1	\$ 116,042.5	\$ 117,212.2	\$ 1,169.7	1.0%
Tuition Revenue	57,009.4	59,146.1	59,013.0	63,014.0	4,001.0	6.8%
Other Revenue	14,792.8	17,291.2	16,089.0	17,014.5	925.5	5.8%
Total Revenue	186,741.5	192,507.4	191,144.5	197,240.7	6,096.2	3.2%
Expense						
Academic and Research						
Faculties and Departmental Costs	106,526.9	106,469.7	106,845.5	108,388.5	1,543.0	1.4%
Academic and Student Support	33,110.4	34,960.6	34,819.4	35,636.4	817.0	2.3%
Sub-total	139,637.3	141,430.3	141,664.9	144,024.9	2,360.0	1.7%
Administration and Support Services						
Administration and Development	35,027.2	35,681.2	34,234.2	35,055.5	821.3	2.4%
Maintenance and Utilities	22,460.0	22,591.1	22,340.5	22,828.2	487.7	2.2%
Sub-total	57,487.2	58,272.3	56,574.7	57,883.7	1,309.0	2.3%
Total Operating Expense	197,124.5	199,702.6	198,239.6	201,908.6	3,669.0	1.9%
Ancillary Operations (Net)	1,152.3	1,239.2	1,027.3	889.1	(138.2)	(13.5%)
In-Year Salary Savings	(4,297.4)	(4,309.8)	(4,089.4)	(4,089.4)	-	0.0%
In-Year Priority Allocations	994.0	994.0	994.0	907.0	(87.0)	(8.8%)
Sub-total	(2,151.1)	(2,076.6)	(2,068.1)	(2,293.3)	(225.2)	10.9%
Total Expense	194,973.4	197,626.0	196,171.5	199,615.3	3,443.8	1.8%
Net Position before One-Time Items	(8,231.9)	(5,118.6)	(5,027.0)	(2,374.6)	2,652.4	(52.8%)
Sources and Applications of One-Time funding						
Transfers from Internally Restricted Net Assets	6,292.9	5,027.0	5,027.0	2,374.6	(2,652.4)	(52.8%)
Net Position	(\$ 1,939.0)	(\$ 91.6)	\$ -	\$ -	\$ -	(100.0%)
Net Position as a % of Budgeted Revenue	(1.0%)	(0.0%)	0.0%	0.0%		

Appendix A - Operating Budget Statements University Consolidated Restatement

University of New Brunswick Consolidated	2018-19 Approved Budget (\$000)	SJ move ITS from Academic to Administration Slice	Care, Beaver , Track and Utilities to bring slices in line	Internal Transfers between SJ and Fredericton	2018-19 Restated Approved Budget (\$000)
Revenue					
Provincial Operating Grant	\$ 116,042.5	\$ -	\$ -	\$ -	\$ 116,042.5
Tuition Revenue	59,013.0	-	-	-	59,013.0
Other Revenue	17,769.8	-	(266.8)	(1,414.0)	16,089.0
Total Revenue	192,825.3	-	(266.8)	(1,414.0)	191,144.5
Expense					
Academic and Research					
Faculties and Departmental Costs	106,906.2	-	(60.7)	-	106,845.5
Academic and Student Support	35,587.8	(816.7)	48.3	-	34,819.4
Sub-total	142,494.0	(816.7)	(12.4)	-	141,664.9
Administration and Support Services					
Administration and Development	34,894.8	816.7	(63.3)	(1,414.0)	34,234.2
Maintenance and Utilities	22,531.6	-	(191.1)	-	22,340.5
Sub-total	57,426.4	816.7	(254.4)	(1,414.0)	56,574.7
Total Operating Expense	199,920.4	-	(266.8)	(1,414.0)	198,239.6
Ancillary Operations (Net)	1,027.3	-	-	-	1,027.3
In-Year Salary Savings	(4,089.4)	-	-	-	(4,089.4)
In-Year Priority Allocations	994.0	-	-	-	994.0
Sub-total	(2,068.1)	-	-	-	(2,068.1)
Total Expense	197,852.3	-	(266.8)	(1,414.0)	196,171.5
Net Position before One-Time Items	(5,027.0)	-	-	-	(5,027.0)
Sources and Applications of One-Time funding					
Transfers from Internally Restricted Net Assets	5,027.0	-	-	-	5,027.0
Net Position	\$ -	\$ -	\$ -	\$ -	\$ -

These 2018-19 restatements have been made to enable better comparison of expenses by category with the 2019-20 budget. Restating to ensure that the expense is shown in the same category for both years enables a better comparison and is best practice in financial reporting.

Appendix A - Operating Budget Statements Fredericton & University Wide Units

University of New Brunswick Fredericton & University-wide Units	Actuals (\$000)	Projection	BUDGET (\$000)		Increase (Decrease)	
	2017-18 Restated Actuals	2018-19	2018-19 Restated Approved	2019-20 Proposed	Dollars	Percent
Revenue						
Provincial Operating Grant	\$ 96,002.7	\$ 96,947.7	\$ 96,924.7	\$ 97,899.0	\$ 974.3	1.0%
Tuition Revenue	42,362.7	44,796.9	44,013.3	47,407.9	3,394.6	7.7%
Other Revenue	11,493.8	13,947.1	12,981.0	13,695.5	714.5	5.5%
Total Revenue	149,859.2	155,691.7	153,919.0	159,002.4	5,083.4	3.3%
Expense						
Academic and Research						
Faculties and Departmental Costs	84,800.3	84,654.6	85,014.6	86,218.0	1,203.4	1.4%
Academic and Student Support	28,485.6	30,258.6	30,116.1	30,794.9	678.8	2.3%
Sub-total	113,285.9	114,913.2	115,130.7	117,012.9	1,882.2	1.6%
Administration and Support Services						
Administration and Development	27,818.3	28,724.5	27,336.0	28,007.7	671.7	2.5%
Maintenance and Utilities	17,607.2	17,749.1	17,533.3	17,893.3	360.0	2.1%
Sub-total	45,425.5	46,473.6	44,869.3	45,901.0	1,031.7	2.3%
Total Operating Expense	158,711.4	161,386.8	160,000.0	162,913.9	2,913.9	1.8%
Ancillary Operations (Net)	1,152.3	1,239.2	1,027.3	889.1	(138.2)	(13.5%)
In-Year Salary Savings	(3,444.5)	(3,344.4)	(3,344.4)	(3,344.4)	-	0.0%
In-Year Priority Allocations	935.3	935.3	935.3	848.3	(87.0)	(9.3%)
Sub-total	(1,356.9)	(1,169.9)	(1,381.8)	(1,607.0)	(225.2)	16.3%
Total Expense	157,354.5	160,216.9	158,618.2	161,306.9	2,688.7	1.7%
Net Position before One-Time Items	(7,495.3)	(4,525.2)	(4,699.2)	(2,304.5)	2,394.7	(51.0%)
Sources and Applications of One-Time funding						
Transfers from Internally Restricted Net Assets	5,556.3	4,699.2	4,699.2	2,304.5	(2,394.7)	(51.0%)
Net Position	(\$ 1,939.0)	\$ 174.0	\$ -	\$ -	\$ -	(100.0%)
Net Position as a % of Budgeted Revenue	(1.3%)	0.1%	0.0%	0.0%		

Appendix A - Operating Budget Statements

Saint John Campus

University of New Brunswick Saint John Campus	Actuals (\$000)	Projection	BUDGET (\$000)		Increase (Decrease)	
	2017-18 Restated Actuals	2018-19	2018-19 Restated Approved	2019-20 Proposed	Dollars	Percent
Revenue						
Provincial Operating Grant	\$ 18,936.6	\$ 19,122.4	\$ 19,117.8	\$ 19,313.2	\$ 195.4	1.0%
Tuition Revenue	14,646.7	14,349.2	14,999.7	15,606.1	606.4	4.0%
Other Revenue	3,299.0	3,344.1	3,108.0	3,319.0	211.0	6.8%
Total Revenue	36,882.3	36,815.7	37,225.5	38,238.3	1,012.8	2.7%
Expense						
Academic and Research						
Faculties and Departmental Costs	21,726.6	21,815.1	21,830.9	22,170.5	339.6	1.6%
Academic and Student Support	4,624.8	4,702.0	4,703.3	4,841.5	138.2	2.9%
Sub-total	26,351.4	26,517.1	26,534.2	27,012.0	477.8	1.8%
Administration and Support Services						
Administration and Development	7,208.9	6,956.7	6,898.2	7,047.8	149.6	2.2%
Maintenance and Utilities	4,852.8	4,842.0	4,807.2	4,934.9	127.7	2.7%
Sub-total	12,061.7	11,798.7	11,705.4	11,982.7	277.3	2.4%
Total Operating Expense	38,413.1	38,315.8	38,239.6	38,994.7	755.1	2.0%
Ancillary Operations (Net)	-	-	-	-	-	0.0%
In-Year Salary Savings	(852.9)	(965.4)	(745.0)	(745.0)	-	0.0%
In-Year Priority Allocations	58.7	58.7	58.7	58.7	-	0.0%
Sub-total	(794.2)	(906.7)	(686.3)	(686.3)	-	0.0%
Total Expense	37,618.9	37,409.1	37,553.3	38,308.4	755.1	2.0%
Net Position before One-Time Items	(736.6)	(593.4)	(327.8)	(70.1)	257.7	(78.6%)
Sources and Applications of One-Time funding						
Transfers from Internally Restricted Net Assets	736.6	327.8	327.8	70.1	(257.7)	(78.6%)
Net Position	\$ -	(\$ 265.6)	\$ -	\$ -	\$ -	0.0%
Net Position as a % of Budgeted Revenue	0.0%	(0.7%)	0.0%	0.0%		

Appendix A, Schedule 1 - Provincial Operating Grant (\$000)

	Projected	Budget	Increase (Decrease) 2018/19	
	2018/19	2019/20	Projected to 2019/20 Budget	
			Dollars	Percent
University-wide				
Unrestricted Operating Grants ⁽³⁾				
Flat/ Enrolment/ Fiscal Transfer for STU ⁽¹⁾	112,056.2	113,198.4	\$ 1,142.1	1.0%
One-time Grant	2,158.4	2,158.4	\$ -	0.0%
Pilot Project Grant	1,855.5	1,855.5	\$ -	0.0%
	<u>116,070.1</u>	<u>117,212.2</u>	<u>\$ 1,142.1</u>	<u>1.0%</u>
Restricted Operating Grants ⁽⁴⁾				
Non-space	\$ 2,220.1	\$ 2,242.3	\$ 22.2	1.0%
Alteration & Renovation	2,488.5	2,513.4	\$ 24.9	1.0%
	<u>4,708.6</u>	<u>4,755.7</u>	<u>\$ 47.1</u>	<u>1.0%</u>
Grand Total	<u>120,778.7</u>	<u>121,967.9</u>	<u>\$ 1,189.2</u>	<u>1.0%</u>
Fredericton Campus and University Wide Units ⁽²⁾				
Unrestricted Operating Grants ⁽³⁾				
Flat/ Enrolment/ Fiscal Transfer for STU ⁽¹⁾	93,662.5	94,613.9	\$ 951.4	1.0%
One-time Grant	1,800.8	1,800.8	\$ -	0.0%
Pilot Project Grant	1,484.4	1,484.4	\$ -	0.0%
	<u>96,947.7</u>	<u>97,899.0</u>	<u>\$ 951.4</u>	<u>1.0%</u>
Restricted Operating Grants ⁽⁴⁾				
Non-space	\$ 1,900.3	\$ 1,919.3	\$ 19.0	1.0%
Alteration & Renovation	2,147.7	2,169.2	\$ 21.5	1.0%
	<u>4,048.0</u>	<u>4,088.5</u>	<u>\$ 40.5</u>	<u>1.0%</u>
Grand Total	<u>100,995.7</u>	<u>101,987.6</u>	<u>\$ 991.8</u>	<u>1.0%</u>
Saint John Campus ⁽²⁾				
Unrestricted Operating Grants ⁽³⁾				
Flat/ Enrolment	18,393.7	18,584.5	\$ 190.8	1.0%
One-time Grant	357.6	357.6	\$ -	0.0%
Pilot Project Grant	371.1	371.1	\$ -	0.0%
	<u>19,122.4</u>	<u>19,313.2</u>	<u>\$ 190.8</u>	<u>1.0%</u>
Restricted Operating Grants ⁽⁴⁾				
Non-space	\$ 319.8	\$ 323.0	\$ 3.2	1.0%
Alteration & Renovation	340.8	344.2	\$ 3.4	1.0%
	<u>660.6</u>	<u>667.2</u>	<u>\$ 6.6</u>	<u>1.0%</u>
Grand Total	<u>19,783.0</u>	<u>19,980.4</u>	<u>\$ 197.4</u>	<u>1.0%</u>

⁽¹⁾ The Fiscal transfer represents the amount allotted by MPHEC to UNB from STU in recognition of services that are provided by the Fredericton Campus that also service the St. Thomas University. These include student services, such as access to the student health centre, and use of the library and its resources.

⁽²⁾ The Unrestricted and Restricted portions of the grant are provided to the University in total. Intercampus allocations reflect Board policy. The application of this policy is intended to approximate the allocation that would result if the Provincial approach to allocations between universities was also applied towards the two campuses.

⁽³⁾ The unrestricted portion of the grant is used to fund operations is reported in the Operating Budget.

⁽⁴⁾ The restricted portion of the grant is used for capital and maintenance activities and is reported in the Capital Budget.

Appendix A, Schedule 2 - Other Revenue

UNB Consolidated Other Revenue (\$000)

	Restated	Restated	Proposed	Increase	
	Budget	Budget	Budget	(Decrease)	
	2017-18	2018-19	2019-20	Dollars	Percent
Outreach and Extension	\$ 4,000.0	\$ 4,000.0	\$ 4,000.0	\$ -	0.0%
Short-Term Investment Income	2,075.0	2,315.0	3,169.2	854.2	36.9%
Research Support Fund	3,356.4	3,181.5	3,063.8	(117.7)	(3.7%)
Management Fee & Campus Overhead	1,510.0	1,541.1	1,614.0	73.0	4.7%
Mandatory Student Fees	1,071.0	1,020.0	1,080.0	60.0	5.9%
All Other	1,140.2	1,114.1	1,029.2	(84.9)	(7.6%)
Parking Fees and Fines	956.6	987.5	1,005.5	18.0	1.8%
Contract Overhead (Net of Distributions)	425.0	800.0	765.0	(35.0)	(4.4%)
Application Fees	455.0	513.0	668.0	155.0	30.2%
Commissions and Rental Income	327.8	321.8	319.8	(2.0)	(0.6%)
Contribution from Capital (Net)	265.0	295.0	300.0	5.0	1.7%
Total Other Revenue	\$ 15,582.0	\$ 16,089.0	\$ 17,014.5	\$ 925.5	5.8%

Appendix A, Schedule 2 - Other Revenue

UNB Fredericton Campus & University-wide Units Other Revenue (\$000)

	Restated	Restated	Proposed	Increase	
	Budget	Budget	Budget	(Decrease)	
	2017-18	2018-19	2019-20	Dollars	Percent
Outreach and Extension	\$ 4,000.0	\$ 4,000.0	\$ 4,000.0	\$ -	0.0%
Short-Term Investment Income	1,575.0	1,740.0	2,409.2	669.2	38.5%
Research Support Fund	3,240.4	3,065.5	2,947.8	(117.7)	(3.8%)
Management Fee & Campus Overhead	829.0	799.0	803.4	4.5	0.6%
Mandatory Student Fees	1,041.0	990.0	1,060.0	70.0	7.1%
All Other	159.1	229.5	160.1	(69.4)	(30.2%)
Parking Fees and Fines	681.1	712.0	730.0	18.0	2.5%
Contract Overhead (Net of Distributions)	425.0	760.0	760.0	-	0.0%
Application Fees	353.0	390.0	525.0	135.0	34.6%
Commissions and Rental Income	-	-	-	-	0.0%
Contribution from Capital (Net)	265.0	295.0	300.0	5.0	1.7%
Total Other Revenue	\$ 12,568.5	\$ 12,981.0	\$ 13,695.5	\$ 714.5	5.5%

UNB Saint John Campus Other Revenue (\$000)

	Restated	Restated	Proposed	Increase	
	Budget	Budget	Budget	(Decrease)	
	2017-18	2018-19	2019-20	Dollars	Percent
Outreach and Extension	\$ -	\$ -	\$ -	\$ -	0.0%
Short-Term Investment Income	500.0	575.0	760.0	185.0	32.2%
Research Support Fund	116.0	116.0	116.0	-	0.0%
Management Fee & Campus Overhead	681.0	742.1	810.6	68.5	9.2%
Mandatory Student Fees	30.0	30.0	20.0	(10.0)	(33.3%)
All Other	981.1	884.6	869.1	(15.5)	(1.7%)
Parking Fees and Fines	275.5	275.5	275.5	-	0.0%
Contract Overhead (Net of Distributions)	-	40.0	5.0	(35.0)	(87.5%)
Application Fees	102.0	123.0	143.0	20.0	16.3%
Commissions and Rental Income	327.8	321.8	319.8	(2.0)	(0.6%)
Contribution from Capital (Net)	-	-	-	-	0.0%
Total Other Revenue	\$ 3,013.5	\$ 3,108.0	\$ 3,319.0	\$ 211.0	6.8%

Appendix A, Schedule 3 - Detail of Operating Expenses by Category

Detailed Operating Expenses by Category 2019-20

Consolidated	Academic & Related Salaries	Non-Academic Salaries	Fringe Benefits	Non-Salary Expenses	Revenue	Grand Total
Faculties and Departments	\$ 81,184,857	\$ 11,144,161	\$ 16,847,517	\$ 5,538,093	\$ (6,326,099)	\$ 108,388,529
Academic and Student Support	7,974,294	13,993,735	3,599,510	14,347,334	(4,278,504)	35,636,369
Administration and Support Services	401,851	20,926,475	4,854,923	10,349,228	(1,476,977)	35,055,500
Maintenance & Utilities	-	6,995,519	1,566,017	18,922,698	(4,656,063)	22,828,171
Grand Total	\$ 89,561,001	\$ 53,059,891	\$ 26,867,966	\$ 49,157,353	\$ (16,737,643)	\$ 201,908,568

Fredericton & UW	Academic & Related Salaries	Non-Academic Salaries	Fringe Benefits	Non-Salary Expenses	Revenue	Grand Total
Faculties and Departments	\$ 64,077,863	\$ 9,980,478	\$ 13,673,811	\$ 4,811,976	\$ (6,326,099)	\$ 86,218,029
Academic and Student Support	7,657,465	12,101,522	3,088,716	12,225,670	(4,278,504)	30,794,869
Administration and Support Services	401,851	18,311,543	4,396,843	6,374,440	(1,476,977)	28,007,700
Maintenance & Utilities	-	6,220,940	1,405,623	14,922,771	(4,656,063)	17,893,271
Grand Total	\$ 72,137,178	\$ 46,614,484	\$ 22,564,992	\$ 38,334,857	\$ (16,737,643)	\$ 162,913,868

Saint John Campus	Academic & Related Salaries	Non-Academic Salaries	Fringe Benefits	Non-Salary Expenses	Revenue	Grand Total
Faculties and Departments	\$ 17,106,994	\$ 1,163,683	\$ 3,173,706	\$ 726,117		\$ 22,170,500
Academic and Student Support	316,829	1,892,213	510,794	2,121,664		4,841,500
Administration and Support Services		2,614,932	458,080	3,974,788		7,047,800
Maintenance & Utilities		774,579	160,394	3,999,927		4,934,900
Grand Total	\$ 17,423,823	\$ 6,445,407	\$ 4,302,974	\$ 10,822,496	\$ -	\$ 38,994,700

Appendix A, Schedule 4 - Operating Expenses by Category Breakdown

Faculties and Departments

Fredericton & UW Units

- Faculty of Arts
- Faculty of Business Administration
- Faculty of Computer Science
- Faculty of Education
- Faculty of Engineering
- Faculty of Forestry and Environmental Management
- Faculty of Nursing
- Faculty of Science
- Renaissance College
- Faculty of Kinesiology
- Faculty of Law

Saint John Campus

- Faculty of Arts
- Faculty of Business
- Faculty of Applied Science and Engineering
- Vice President Academic (Research Support Fund, Research Fund UNBRF, Departmental Merit Pool, Teaching Awards)
- Spring Summer Intersession

Academic and Student Support

Fredericton & UW Units

- Centre for Enhanced Teaching & Learning
- Harriet Irving Library and Branches
- School of Graduate Studies
- Vice-President (Research)
- Faculty of Kinesiology (AUC rentals, Facilities Operations), Intercollegiate activities, Urec)
- Faculty of Law (Law Library)
- Student Services (Academic success, Counselling Services, Financial Aid, International Student Advisor, Student Accessibility Centre, Student Employment, Student Union Building)
- Vice-President Academic (Fredericton) (Assistant VP Fredericton (Academic), Associate VP Academic (Learning Environment), Budget Management & Academic Resource Planning, Centre for Property Studies, Global Learning & Engagement, International Relations)
- President (Scholarships)

Saint John Campus

- Saint John Library
- Student Services, Student Health Centre, Summer Career Placement
- Student Bursaries, Scholarships
- International Advising Office
- Athletics
- Canada Games Stadium
- Associate Dean Graduate Studies

Administrative and Support Services

Fredericton & UW Units

- Trust and Treasury
- University Comptroller

- Vice-President (Administration & Finance)
- Vice-President (Advancement)
- Assoc Vice-President (Capital Planning & Property Development)
- Information Technology Services
- Registrar
- Student Services (Financial Operations)
- Vice-President Academic (Fredericton) - (Assistant VP Fredericton (Academic), Budget Management & Academic Resource Planning)
- President (Government Relations, Human Rights, Integrated Recruitment & Retention, President, President Emeritus, Scholarships, University Secretary)

Saint John Campus

- Vice President
- Associate Vice President
- Alumni Office
- Senate Secretary
- Campus Cultural Events
- Registrar Office
- Domestic Recruiting, International Recruiting
- Financial and Administrative Services
- Environmental Health & Safety
- Central Administration, Shared Service costs
- Government Relations
- Chief Advancement Office
- Communications & Marketing
- Convocation
- Donor and Development Relations
- Human Rights office
- Computing Services
- Audio Visual and Instructional Technology
- Web Management

Maintenance & Utilities

Fredericton & UW Units

- Facilities Management

Saint John Campus

- Facilities Management (including property insurance)
- Utilities
- Snow Removal
- Deferred maintenance
- Grand Hall Operations
- VOIP Phones

Ancillary Operations

Fredericton & UW Units

- Faculty of Kinesiology (Aitken Centre, BMO Turf Field & Dome)
- Student Services (Academic Success, Bookstore, Conference Services, Financial Operations, Residential Life, Student Life, Student Union Building)

Appendix A, Schedule 5 - Ancillary Operations

Revenue and Expenses for Ancillary Operations Detail

\$000	Revenue	Salary	Non Salary	Net Revenue (cost)
<u>Fredericton Campus</u>				
Residence and Conference Services	\$ 12,736.4	\$ 2,743.2	\$ 10,680.0	\$ (686.9)
Aitken University Centre	345.8	306.4	448.8	(409.3)
BMO Turf Field and Dome	161.5	30.2	109.2	22.1
Wu Conference Centre	845.5	124.7	677.3	43.5
Bookstore	761.7	114.1	506.2	141.5
	14,850.9	3,318.6	12,421.5	(889.1)
<u>Saint John Campus</u>				
Residence Systems (Saint John Campus)	1,836.5	275.0	1,561.5	-
	16,687.4	3,593.6	13,983.0	(889.1)

Appendix A, Schedule 6 - Residence and Conference Services Budget (Detail)

Fredericton and University-wide Units

Residence and Conference Services Budget Statement	2017-18	2018-19	2019-20	Increase	
	Approved Budget	Approved Budget	Approved Budget	(Decrease) Dollars	Percent
Revenue					
Residence Room & Board	\$ 11,474.0	11,356.6	11,877.4	\$ 520.8	4.6%
Magee House Rent	956.7	971.4	1,006.8	35.4	3.6%
Food Service Revenue	765.0	765.0	975.5	210.5	27.5%
Youth/Sport Camp Revenue	165.6	190.0	290.0	100.0	52.6%
Tourist Hotel Revenue	178.0	250.0	270.0	20.0	8.0%
Spring/Summer Rental Revenue	106.1	75.2	75.0	(0.2)	(0.3%)
Room rental revenue	72.0	72.0	74.1	2.1	2.9%
Coin Laundry Revenue	102.0	102.0	110.0	8.0	7.8%
Miscellaneous Leases	31.8	-	-	-	0.0%
Group Accommodation Revenue	50.0	25.0	47.0	22.0	88.0%
Vending Machines	26.4	59.0	69.8	10.8	18.3%
Food Service Rebate	35.0	35.0	35.0	-	0.0%
Apartment Rental	41.0	75.2	73.8	(1.4)	(1.9%)
Conference Operations	77.8	55.2	59.7	4.5	8.2%
Student Hotel Revenue	16.4	7.0	-	(7.0)	(100.0%)
Miscellaneous/Sundry	19.0	14.0	31.2	17.2	122.9%
Total Revenue	14,116.8	14,052.6	14,995.3	942.7	6.7%
Expense					
Non Academic-Full Time	1,175.0	1,092.6	1,059.7	(32.9)	(3.0%)
Non Academic Term (>1 year)	403.3	600.4	685.1	84.7	14.1%
Non Academic Term	77.9	58.0	139.9	81.9	141.2%
Non Academic-Term/hourly	81.8	38.4	39.0	0.6	1.6%
Non Academic-Students	221.1	284.5	340.5	56.0	19.7%
Non Academic-Overtime	38.8	30.0	30.6	0.6	2.0%
Non Acad-FT term renewable	-	31.7	32.6	0.9	100.0%
Non-Academic Sal within 10-12	(16.8)	(15.8)	(16.3)	(0.5)	3.2%
Ol&R Masters Student CDN	11.2	11.4	11.5	0.1	0.9%
Charge Out-From Central Acct	359.4	404.3	420.5	16.2	4.0%
Sub-total Salary & Related	2,351.7	2,535.5	2,743.1	207.6	8.2%
Supplies-Pool	974.4	771.6	806.4	34.8	4.5%
Utilities Pool	1,116.6	1,073.0	1,078.5	5.5	0.5%
Furniture & Equipment Pool	345.8	327.4	358.6	31.2	9.5%
Travel Budget Pool	39.5	52.4	76.2	23.8	45.4%
Insurance Pool	43.2	39.7	44.4	4.7	11.8%
Professional Fees Pool	2.0	-	12.0	12.0	0.0%
Membership Fees Pool	10.3	10.6	11.3	0.7	6.6%
ICR-Computing Services	-	(0.4)	-	0.4	(100.0%)
Intrafund fund 11	106.2	172.8	150.3	(22.5)	(13.0%)
Chargebacks Pool	1,421.4	1,325.1	1,485.8	160.7	12.1%
External Services Pool	5,422.5	5,410.0	5,712.3	302.3	5.6%
Sub-total Non-Salary	9,481.9	9,182.2	9,735.8	553.6	6.0%
Total Expense	\$ 11,833.6	11,717.7	12,478.9	\$ 761.2	6.5%
Net Revenue (Loss) bf Debt Service & Capital Renewal	2,283.2	2,334.9	2,516.4	181.5	7.8%
Debt Service	900.1	900.1	1,010.8	110.7	12.3%
Contribution for Regular Capital Renewal	800.0	801.0	800.0	(1.0)	-0.1%
Contribution to Provision for Major Capital Renewal	1,392.5	1,392.5	1,392.5	-	0.0%
Net Revenue (Loss)	\$ (809.4)	(758.7)	(686.9)	\$ 71.8	-9.5%
<i>Net Revenue (Loss) as Percentage of Revenue</i>	<i>(5.7%)</i>	<i>(5.4%)</i>	<i>(4.6%)</i>		

Appendix A, Schedule 6 - Residence and Conference Services Budget (Detail)

Saint John Campus

Residence Systems <u>Sir James Dunn & Colin B McKay Residence</u>	2017-18	2018-19	2019-20	Increase	
	Approved Budget	Approved Budget	Approved Budget	(Decrease) Dollar	Percent
Number of Residence	239.0	241.0	241.0		
Revenue					
Students Income	\$ 1,170.7	\$ 1,169.3	\$ 1,250.5	\$ 81.3	(0.1%)
Summer Income	200.0	210.0	210.0	-	4.8%
Meal Plan Income	375.0	375.0	375.0	-	0.0%
Apartment Rentals	28.8	28.8	-	(28.8)	0.0%
House Fines	1.0	1.0	1.0	-	0.0%
Total Revenue	1,775.5	1,784.1	1,836.5	52.5	0.5%
Expenses					
Travel Pool - Res Life	5.0	5.0	5.0	-	0.0%
Travel Pool - Admin	3.0	4.5	6.0	1.5	33.3%
Entertainment Allowance	3.5	3.5	3.5	-	0.0%
Residence Assistant Training	7.0	7.4	7.7	0.3	5.4%
Total Travel and Entertainment	18.5	20.4	22.2	1.8	9.3%
Steam Heat	45.0	45.0	60.0	15.0	0.0%
Electrical	80.0	80.0	70.0	(10.0)	0.0%
Water	38.0	38.0	37.0	(1.0)	0.0%
Management Fee	39.5	39.5	39.5	-	0.0%
Postage	0.2	-	-	-	(100.0%)
Photocopying	3.0	3.2	3.2	-	6.3%
Total Charge Back	205.7	205.7	209.7	4.0	0.0%
Operational Supplies	80.0	95.0	100.0	5.0	15.8%
Cleaning Supplies	10.7	7.0	9.0	2.0	(52.9%)
Long Distance Charges	0.2	0.2	0.2	-	0.0%
Office Supplies	3.0	3.0	4.0	1.0	0.0%
Bank Service Charges	4.5	4.5	5.7	1.2	0.0%
Advertising	4.0	4.0	4.0	-	0.0%
House fines - spent	1.0	1.0	1.0	-	0.0%
Total Operational expenses	103.4	114.7	123.9	9.2	9.9%
Full Time Salaries	160.7	170.0	157.0	(13.0)	5.5%
Residence Assistants	42.1	42.1	43.2	1.1	0.0%
Summer Students	14.7	14.7	14.7	-	0.0%
Summer Students - Cleaning	15.6	15.6	15.6	-	0.0%
Fringe Benefit Costs	37.4	41.5	44.6	3.1	9.9%
Total Salary and Fringe Benefits	270.5	283.9	275.1	(8.8)	4.7%
Furniture and Equipment	31.5	16.5	16.5	-	(90.9%)
Elevator Contract and maintenance	7.7	8.0	8.0	-	3.8%
Total Furniture and Equipment Cost	39.2	24.5	24.5	-	(60.0%)
FibreOp (Tel, TV & Internet)	160.0	160.0	167.0	7.0	0.0%
Cell Phone Charges	3.6	3.6	3.6	-	0.0%
Electricity (instant)	3.0	3.0	3.0	-	0.0%
Utilities	166.6	166.6	173.6	7.0	0.0%
Meal Plan Expenses	375.0	375.0	375.0	-	(2.4%)
Garbage Removal	15.2	15.2	17.0	1.8	0.0%
Cleaning Contractor	101.0	105.0	113.0	8.0	3.8%
Total Externally Contracted Services	491.2	495.2	505.0	9.8	0.0%
Insurance	6.6	5.5	6.2		(21.1%)
Total expenses	1,301.6	1,316.4	1,340.1	23.0	1.0%
Net Revenue(Loss) before Debt Service & Capital Renewal	473.9	467.7	496.4	29.5	(0.5%)
Debt Service	401.0	401.0	400.4	(0.6)	0.0%
Contribution to Capital	68.9	66.7	96.1	29.4	(3.3%)
Net Revenue (Loss)	\$ 4.0	\$ (0.0)	\$ (0.0)	\$ 0.8	0.0%

Appendix B - Baseline Assumptions

	2019/20 Pro-forma	2020/21 Pro-forma	2021/22 Pro-forma	2022/23 Pro-forma	2023/24 Pro-forma
<u>Budgeted Enrolment (FTE) by Campus, by Academic Level</u>					
Undergraduate					
<u>Fredericton</u>					
Domestic	5,272	5,324	5,371	5,421	5,450
International	490	501	508	488	488
<u>Saint John</u>					
Domestic	1,650	1,643	1,646	1,651	1,648
International	213	209	213	214	211
Sub-total Undergraduate	7,625	7,677	7,738	7,774	7,797
Graduate					
<u>Fredericton</u>					
Domestic	770	770	770	770	770
International	334	334	334	334	334
<u>Saint John</u>					
Domestic	70	70	70	70	70
International	50	50	50	50	50
Sub-total Graduate	1,224	1,224	1,224	1,224	1,224
Total Enrolment	8,849	8,901	8,962	8,998	9,021
<u>Budgeted Enrolment (FTE) by Academic Level, By Campus</u>					
Fredericton					
<u>Undergraduate</u>					
Domestic	5,272	5,324	5,371	5,421	5,450
International	490	501	508	488	488
Sub-total Undergraduate	5,762	5,825	5,879	5,909	5,938
<u>Graduate</u>					
Domestic	770	770	770	770	770
International	334	334	334	334	334
Sub-total Graduate	1,104	1,104	1,104	1,104	1,104
Sub-total Fredericton	6,866	6,929	6,983	7,013	7,042
Saint John					
<u>Undergraduate</u>					
Domestic	1,650	1,643	1,646	1,651	1,648
International	213	209	213	214	211
Sub-total Undergraduate	1,863	1,852	1,859	1,865	1,859
<u>Graduate</u>					
Domestic	70	70	70	70	70
International	50	50	50	50	50
Sub-total Graduate	120	120	120	120	120
Sub-total Saint John	1,983	1,972	1,979	1,985	1,979
Total Enrolment	8,849	8,901	8,962	8,998	9,021

Appendix B - Baseline Assumptions

REVENUES

Provincial operating grant (Effective)

Base (Fixed & Enrolment)

Tuition Fees

Undergraduate tuition fees
Undergraduate differential fees
Graduate tuition fees
Graduate differential fees

EXPENSES

Projected Non-salary expenditures

Basic non-salary
Strategic non-salary
Heating costs
Electricity and Water costs

Salary Expenditure Assumptions

Projected Economic adjustments (EA)

AU Group 1

AUR

AU Group 2 (CAE/CAI)

APT/RAP & EXC

CUPE

GLT/RGL

GRD (Graduate)

PTSU

SAL/RSA

UNG (Student Pools)

NOG (Other Staff Pools)

Projected progress-through-the-range (PTR)

AU Group 1/AUR

APT/RAP & EXC

CUPE

GLT/RGL

GRD (Graduate)

PTSU

SAL/RSA

UNG (Student Pools)

NOG (Other Staff Pools)

2019/20	2020/21	2021/22	2022/23	2023/24
Pro-forma	Pro-forma	Pro-forma	Pro-forma	Pro-forma

1.00%	2.00%	2.00%	2.00%	2.00%
Variable*	2.00%	2.00%	2.00%	2.00%
3.00%	3.00%	3.00%	3.00%	3.00%
2.00%	2.00%	2.00%	2.00%	2.00%
3.00%	3.00%	3.00%	3.00%	3.00%
0.00%	3.00%	3.00%	3.00%	3.00%
3.00%	3.00%	3.00%	3.00%	3.00%
4.50%	4.50%	4.50%	4.50%	4.50%
2.00%	2.00%	2.00%	2.00%	2.00%
1.80%				June 30, 2020
1.50%	1.50%	1.50%	1.50%	
4.98%				April 30, 2020
1.50%	1.50%	1.50%	1.50%	
1.00%				June 30, 2020
1.75%	1.75%			September 30, 2021
3.00%	1.50%			June 30, 2021
				First agreement TBD
1.75%	1.75%			September 30, 2021
0.00%	0.00%	0.00%	0.00%	
1.50%	1.50%	1.50%	1.50%	
\$ 2,978				June 30, 2020
4.00%	4.00%	4.00%	4.00%	
4.00%	4.00%	4.00%	4.00%	4.00%
0.00%	0.00%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%
4.00%	4.00%	4.00%	4.00%	4.00%
4.00%	4.00%	4.00%	4.00%	4.00%
0.00%	0.00%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%

2018-19 Tuition Rates	2019-20 Tuition Rates	Percenta ge Change
\$ 6,758	\$ 6,893	2.0%
\$ 6,758	\$ 7,126	5.4%
\$ 6,758	\$ 8,276	22.5%
\$ 6,758	\$ 8,073	19.5%
\$ 6,758	\$ 8,411	24.5%
\$ 6,758	\$ 7,464	10.4%
\$ 6,758	\$ 7,938	17.5%
\$ 10,808	\$ 11,668	8.0%
\$ 6,758	\$ 7,126	5.4%
\$ 6,758	\$ 7,464	10.4%

*Variable Tuition Rate Changes for 2019-20

Degree Program

Legacy Tuition Rate
Arts, Science, Education
Business and Business Administration
Computer Science
Engineering and Nursing
Forestry and Environmental Management
Kinesiology
Law
Renaissance College - BIS
Renaissance College - BPhil

Notes:

1. Strategic non-salary expenditure includes library acquisitions, scholarships, bursaries, graduate research/teaching assistantships and enterprise software.

Appendix C - Student Enrolment

University of New Brunswick Student Enrolment (FTE's)

Year	Undergraduate		Undergraduate Total	Graduate		Graduate Total	Total	Change	%Change
	Domestic	International		Domestic	International				
2001-02	8,346	759	9,105	682	173	854	9,959		
2002-03	8,506	1,015	9,521	780	203	984	10,505	546	5.5%
2003-04	8,753	1,207	9,960	860	244	1,104	11,064	559	5.3%
2004-05	8,772	1,200	9,971	888	264	1,152	11,123	59	0.5%
2005-06	8,736	1,121	9,857	912	286	1,197	11,055	(69)	(0.6%)
2006-07	8,415	927	9,343	887	285	1,172	10,515	(540)	(4.9%)
2007-08	8,139	778	8,917	881	315	1,196	10,113	(401)	(3.8%)
2008-09	7,735	655	8,390	883	305	1,188	9,578	(535)	(5.3%)
2009-10	7,490	707	8,198	895	334	1,229	9,427	(152)	(1.6%)
2010-11	7,299	843	8,142	927	380	1,306	9,448	21	0.2%
2011-12	7,271	1,008	8,279	964	433	1,397	9,676	228	2.4%
2012-13	7,142	1,031	8,173	866	454	1,320	9,493	(183)	(1.9%)
2013-14	7,040	1,000	8,040	802	477	1,279	9,319	(174)	(1.8%)
2014-15	6,784	912	7,695	806	426	1,232	8,927	(392)	(4.2%)
2015-16	6,643	857	7,499	833	391	1,224	8,723	(204)	(2.3%)
2016-17	6,624	734	7,359	837	358	1,195	8,554	(170)	(1.9%)
2017-18	6,648	700	7,348	833	389	1,222	8,570	17	0.2%
2018-19	6,704	659	7,363	802	460	1,262	8,625	55	0.6%
2019-20B	6,922	703	7,625	840	384	1,224	8,849	224	2.6%

Appendix C - Student Enrolment

Fredericton Campus Student Enrolment (FTE's)

Year	Undergraduate		Undergraduate Total	Graduate		Graduate Total	Total	Change	%Change
	Domestic	International		Domestic	International				
2001-02	6,460	359	6,820	612	144	755	7,575		
2002-03	6,614	494	7,108	703	174	878	7,986	411	5.4%
2003-04	6,802	536	7,338	784	217	1,001	8,339	353	4.4%
2004-05	6,768	547	7,316	822	241	1,062	8,378	39	0.5%
2005-06	6,763	519	7,283	846	271	1,117	8,399	21	0.3%
2006-07	6,494	430	6,924	811	269	1,080	8,004	(395)	(4.7%)
2007-08	6,357	378	6,735	800	282	1,082	7,817	(187)	(2.3%)
2008-09	6,011	334	6,345	817	270	1,086	7,432	(385)	(4.9%)
2009-10	5,767	394	6,161	832	288	1,120	7,280	(151)	(2.0%)
2010-11	5,633	445	6,078	847	322	1,169	7,247	(33)	(0.5%)
2011-12	5,597	484	6,080	851	360	1,212	7,292	45	0.6%
2012-13	5,479	530	6,009	774	376	1,150	7,159	(133)	(1.8%)
2013-14	5,468	581	6,049	720	381	1,101	7,151	(8)	(0.1%)
2014-15	5,343	564	5,907	741	355	1,096	7,003	(148)	(2.1%)
2015-16	5,230	521	5,751	764	329	1,092	6,843	(160)	(2.3%)
2016-17	5,174	471	5,645	760	302	1,062	6,707	(136)	(2.0%)
2017-18	5,089	472	5,561	760	310	1,070	6,631	(77)	(1.1%)
2018-19	5,156	453	5,609	730	386	1,116	6,725	94	1.4%
2019-20B	5,272	490	5,762	770	334	1,104	6,866	141	2.1%

Saint John Campus Student Enrolment (FTE's)

Year	Undergraduate		Undergraduate Total	Graduate		Graduate Total	Total	Change	%Change
	Domestic	International		Domestic	International				
2001-02	1,886	400	2,285	70	29	99	2,384		
2002-03	1,892	522	2,413	77	29	106	2,519	135	5.7%
2003-04	1,952	671	2,622	76	27	103	2,725	206	8.2%
2004-05	2,004	652	2,656	67	23	90	2,745	20	0.7%
2005-06	1,973	601	2,575	66	15	81	2,655	(90)	(3.3%)
2006-07	1,921	497	2,419	76	15	92	2,510	(145)	(5.5%)
2007-08	1,783	400	2,183	81	33	114	2,296	(214)	(8.5%)
2008-09	1,724	320	2,045	66	36	102	2,147	(150)	(6.5%)
2009-10	1,724	313	2,037	63	46	110	2,147	(0)	(0.0%)
2010-11	1,666	398	2,064	80	58	137	2,201	55	2.5%
2011-12	1,674	524	2,199	112	73	185	2,384	183	8.3%
2012-13	1,664	501	2,164	92	78	170	2,334	(50)	(2.1%)
2013-14	1,571	419	1,991	81	97	178	2,168	(166)	(7.1%)
2014-15	1,441	348	1,788	64	71	136	1,924	(244)	(11.3%)
2015-16	1,413	336	1,749	70	62	132	1,880	(44)	(2.3%)
2016-17	1,451	263	1,714	76	56	132	1,846	(34)	(1.8%)
2017-18	1,559	228	1,787	73	79	152	1,939	93	5.1%
2018-19	1,548	206	1,754	72	74	146	1,900	(39)	(2.0%)
2019-20B	1,650	213	1,863	70	50	120	1,983	83	4.4%

Appendix D - Tuition and Related Fees

University of New Brunswick Recommended Student Tuition & Related Fees for 2019-20¹

	2014-15	2015-16	2016-17	2017-18	2018-19	Recomm. 2019-20	Change from 2018-19	
							\$	%
Undergraduate Tuition Fees - (including students in a qualifying year)								
Arts, Science, Education & Renaissance College (BIS only) ¹¹								
Full-time students	6,187	6,187	6,496	6,626	6,758	7,126	368	5.45%
Per course (0 - 5 credit hours)	619	619	650	663	676	713	37	5.58%
Per course (6 - 11 credit hours)	1,238	1,238	1,300	1,326	1,352	1,426	74	5.58%
Business Administration (Fredericton) ¹¹								
Full-time students (includes a \$550 Program Fee)	6,287	6,287	6,696	6,826	7,308	8,826	1,518	22.24%
Per course (0 - 5 credit hours) (includes a \$55 Program Fee)	629	629	670	683	731	883	152	22.25%
Per course (6 - 11 credit hours) (includes a \$110 Program Fee)	1,258	1,258	1,340	1,366	1,462	1,766	304	22.25%
Business (Saint John) ¹¹								
Full-time students	6,187	6,187	6,496	6,626	6,758	8,276	1,518	22.91%
Per course (0 - 5 credit hours)	619	619	650	663	676	828	152	22.93%
Per course (6 - 11 credit hours)	1,238	1,238	1,300	1,326	1,352	1,656	304	22.93%
Computer Science ¹¹								
Full-time students	6,187	6,187	6,496	6,626	6,758	8,073	1,315	19.46%
Per course (0 - 5 credit hours)	619	619	650	663	676	807	131	19.76%
Per course (6 - 11 credit hours)	1,238	1,238	1,300	1,326	1,352	1,614	262	19.76%
Engineering ¹¹								
Full-time students (includes a \$1,534 Program Fee) ²	7,187	7,187	7,846	7,976	8,292	9,945	1,653	20.72%
Per course (0 - 5 credit hours) (includes a \$153 Program Fee) ²	719	719	785	798	829	994	165	20.68%
Per course (6 - 11 credit hours) (includes a \$306 Program Fee) ²	1,438	1,438	1,570	1,596	1,658	1,988	330	20.68%
Nursing (Fredericton and Moncton) ¹¹								
Full-time students (includes a \$100 Program Fee) ²	6,187	6,187	6,496	6,626	6,858	8,511	1,653	24.95%
Per course (0 - 5 credit hours) (includes a \$10 Program Fee) ²	619	619	650	663	686	851	165	24.89%
Per course (6 - 11 credit hours) (includes a \$20 Program Fee) ²	1,238	1,238	1,300	1,326	1,372	1,702	330	24.89%

¹ All fee changes for 2019-20 will take effect as of September 1, 2019 except where identified in Note 10 which are effective May 1, 2019.

² Maximum per Academic Year (September 1, 2019 to August 31, 2020).

¹¹ Legacy Students - Alternate rate applies for students enrolled prior to Fall 2019

Appendix D - Tuition and Related Fees

University of New Brunswick Recommended Student Tuition & Related Fees for 2019-20¹

	2014-15	2015-16	2016-17	2017-18	2018-19	Recomm. 2019-20	Change from 2018-19	
							\$	%
Nursing (Saint John) ¹¹								
Full-time students	6,187	6,187	6,496	6,626	6,758	8,411	1,653	24.95%
Per course (0 - 5 credit hours)	619	619	650	663	676	841	165	24.89%
Per course (6 - 11 credit hours)	1,238	1,238	1,300	1,326	1,352	1,682	330	24.89%
Forestry & Environmental Management and Renaissance College (BPhil only) ¹¹								
Full-time students	6,187	6,187	6,496	6,626	6,758	7,464	706	10.45%
Per course (0 - 5 credit hours)	619	619	650	663	676	746	70	10.56%
Per course (6 - 11 credit hours)	1,238	1,238	1,300	1,326	1,352	1,492	140	10.56%
Kinesiology ¹¹								
Full-time students	6,187	6,187	6,496	6,626	6,758	7,938	1,180	17.46%
Per course (0 - 5 credit hours)	619	619	650	663	676	791	115	17.35%
Per course (6 - 11 credit hours)	1,238	1,238	1,300	1,326	1,352	1,582	230	17.35%
Law ¹¹								
Full-time students	9,837	9,837	10,329	10,576	10,808	11,668	860	8.13%
Per course (0 - 5 credit hours)	984	984	1,033	1,058	1,081	1,167	86	8.13%
Per course (6 - 11 credit hours)	1,968	1,968	2,066	2,116	2,162	2,334	172	8.13%
Graduate Tuition Fees								
Graduate Tuition Fees for Research Based Programs								
Full Time Program Fee (per term)	2,088	2,088	2,192	2,236	2,281	2,325	44	1.93%
Part time or Continuing Fee (per term)	1,044	1,044	1,096	1,118	1,141	1,163	22	1.93%
Visiting GR Students Registered at Non-Canadian Universities (up to 1 year)	1,044	1,044	1,096	1,118	1,141	1,163	22	1.93%

¹ All fee changes for 2019-20 will take effect as of September 1, 2019 except where identified in Note 10 which are effective May 1, 2019.

¹¹ Legacy Students - Alternate rate applies for students enrolled prior to Fall 2019

Appendix D - Tuition and Related Fees

University of New Brunswick Recommended Student Tuition & Related Fees for 2019-20¹

	2014-15	2015-16	2016-17	2017-18	2018-19	Recomm. 2019-20	Change from 2018-19	
							\$	%
Graduate Tuition Fees Per Course for Course Based Programs								
All Programs (except MTME, MBA & MQIM) Per course (0 - 5 credit hours)	770	770	808	824	840	857	17	2.02%
M.Ed On-line program Administration Fee Per 3 credit hour course	100	100	100	100	100	100	0	0.00%
Masters of Engineering, Technology Management & Entrepreneurship - per 3 credit hrs	-	1,270	1,308	1,324	1,340	1,357	17	1.27%
Masters of Business Administration - Per 3 credit hour course ¹¹	917	917	963	976	1,089	1,241	152	13.96%
MBA in Engineering Mgt. - Compressed Courses (includes a \$462 Program Fee) ¹¹	1,379	1,379	1,425	1,438	1,551	1,703	152	9.80%
MBA in Engineering Mgt. - Independent Study (includes a \$1,662 Program Fee) ¹¹	2,579	2,579	2,625	2,638	2,751	2,903	152	5.53%
Masters in Quantitative Investment Management - International	-	-	-	-	40,000	40,000	0	0.00%
Masters in Quantitative Investment Management - Domestic	-	-	-	-	30,000	30,000	0	0.00%
Intensive One-year MBA Program (UNBSJ)								
International Full time	24,500	24,500	24,500	24,500	26,955	29,505	2,550	9.46%
International Continuing Full time (per term)	2,723	2,723	2,723	2,723	2,995	3,278	283	9.45%
Canadian Full time	18,000	18,000	18,000	18,000	19,950	22,005	2,055	10.30%
Canadian Continuing Full time (per term)	2,000	2,000	2,000	2,000	2,215	2,445	230	10.38%
Other Fees:								
Supplementary Tuition Fee for International Students								
Undergraduate (for Academic Year)	7,493	7,718	8,500	8,925	9,193	9,469	276	3.00%
Undergraduate Per course (0 - 5 credit hours)	749	771	850	892	919	947	28	3.05%
Undergraduate Per course (6 - 11 credit hours)	1,498	1,542	1,700	1,784	1,838	1,894	56	3.05%
Graduate Research Based Programs Full Time Fee (per term)	1,446	1,489	1,635	1,716	1,767	1,820	53	3.00%
Graduate Research Based Programs Part Time Fee (per term)	482	493	545	572	589	607	18	3.06%
Graduate Course Based Programs (per course)	433	446	490	514	529	545	16	3.02%
Program for Academic English Preparation (PAEP)								
Full time students in Summer term	1,304	1,304	1,369	1,410	1,438	1,467	29	2.02%
Work Term Fee (for Faculty of Computer Science)	752	752	798	798	798	849	51	6.39%
Work Term Fee (for Faculty of Business Administration)	730	730	752	752	752	752	0	0.00%
Work Term Fee (for all other Undergraduate and Graduate Co-Op Programs)	730	730	730	730	730	730	0	0.00%

¹ All fee changes for 2019-20 will take effect as of September 1, 2019 except where identified in Note 10 which are effective May 1, 2019.

¹¹ Legacy Students - Alternate rate applies for students enrolled prior to Fall 2019

Appendix D - Tuition and Related Fees

University of New Brunswick Recommended Student Tuition & Related Fees for 2019-20¹

	2014-15	2015-16	2016-17	2017-18	2019-20	Recomm. 2019-20	Change from 2018-19	
							\$	%
Direct Enrolment Differential (Exchange Programs)	-	1,000	2,000	3,000	3,000	3,000	0	0.00%
Faculty of Arts								
Practicum Fee for Applied Behaviour Analyst course (UNBF)	1,250	1,250	1,250	1,250	1,250	1,250	0	0.00%
Faculty of Education								
Practicum Fee for one-year consecutive B.Ed (UNBF)	500	500	500	500	500	500	0	0.00%
Out-of-Province Intern Differential Fee	500	500	500	500	500	500	0	0.00%
Technology Fee ⁴								
Full-time Undergraduate programs per term for 2 terms	26.00	26.00	26.50	27.00	27.50	28.00	0.50	1.82%
Full-time & Cont. Research Based Graduate programs per term for 3 terms	17.25	17.25	17.50	17.75	18.00	18.25	0.25	1.39%
Part-time Research Based Graduate programs per term for 3 terms	8.50	8.50	8.75	9.00	9.00	9.25	0.25	2.78%
Undergraduate and Course Based Graduate Programs per course	5.00	5.00	5.25	5.50	5.50	5.50	0.00	0.00%
Facilities Improvement Fee ^{5&7}								
Full-time Undergraduate programs per term for 2 terms	92.75	92.75	94.50	96.25	98.25	100.25	2.00	2.04%
Full-time & Cont. Research Based Graduate programs per term for 3 terms	61.50	61.50	63.00	64.25	64.50	65.75	1.25	1.94%
Part-time Research Based Graduate programs per term for 3 terms	30.00	30.00	31.50	32.00	32.50	33.25	0.75	2.31%
Undergraduate and Course Based Graduate Programs per course	17.75	17.75	19.00	19.25	19.50	20.00	0.50	2.56%
Wellness Fee ^{5&7}								
Full-time Undergraduate programs per term for 2 terms	26.00	26.00	26.50	27.00	27.50	30.25	2.75	10.00%
Full-time & Cont. Research Based Graduate programs per term for 3 terms	17.25	17.25	17.50	17.75	18.00	20.00	2.00	11.11%
Undergraduate and Course Based Graduate Programs per course	5.00	5.00	5.25	5.50	5.50	6.00	0.50	9.09%

1 All fee changes for 2019-20 will take effect as of September 1, 2019 except where identified in Note 10 which are effective May 1, 2019.

4 Co-Op Work Term students are exempt.

5 Moncton students are exempt.

7 International students studying outside the country are exempt.

Appendix D - Tuition and Related Fees

University of New Brunswick Recommended Student Tuition & Related Fees for 2019-20¹

	2014-15	2015-16	2016-17	2017-18	2019-20	Recomm. 2019-20	Change from 2018-19	
							\$	%
Student Success Fee ⁸								
Full-time Undergraduate programs per term for 2 terms	-	-	-	-	-	45.00	NEW	na
Full-time & Cont. Research Based Graduate programs per term for 3 terms	-	-	-	-	-	30.00	NEW	na
Undergraduate and Course Based Graduate Programs per course	-	-	-	-	-	9.00	NEW	na
Facility Access Fee ^{4&6&7}								
Full-time Undergraduate programs per term for 2 terms	78.00	78.00	80.50	82.00	82.00	83.75	1.75	2.13%
Full-time & Cont. Research Based Graduate programs per term for 3 terms	52.00	52.00	54.00	55.00	55.00	56.00	1.00	1.82%
Full-time Course Based Graduate Programs - students may opt in per term for 2 terms	52.00	52.00	54.00	55.00	82.00	83.75	1.75	2.13%
Undergraduate or Graduate part time students may opt in per term for 2 terms	51.00	51.00	54.00	55.00	82.00	83.75	1.75	2.13%
On-Line Administrative & Technical Fees								
Open Access Learning Program (OALP)	100	100	100	100	100	100	0	0.00%
M.Ed On-line program Administration Fee Per 3 credit hour course	100	100	100	100	100	100	0	0.00%
Web-Based	100	100	100	100	100	100	0	0.00%
External Exam Invigilation Fee								
Online Exam	-	-	100	100	100	100	0	0.00%
Paper-based - National	-	-	150	150	150	150	0	0.00%
Paper-based - International	-	-	180	180	180	180	0	0.00%
Prior Learning Assessment Fee	400	400	450	450	450	450	0	0.00%
Diploma in University Teaching								
Affiliated	325	325	341	350	350	350	0	0.00%
Non-Affiliated ¹¹	620	620	651	663	676	713	37	5.47%

1 All fee changes for 2019-20 will take effect as of September 1, 2019 except where identified in Note 10 which are effective May 1, 2019.

4 Co-Op Work Term students are exempt.

6 Moncton and Saint John students are exempt.

7 International students studying outside the country are exempt.

8 Saint John students only

11 Legacy Students - Alternate rate applies for students enrolled prior to Fall 2019

Appendix D - Tuition and Related Fees

University of New Brunswick Recommended Student Tuition & Related Fees for 2019-20¹

	2014-15	2015-16	2016-17	2017-18	2019-20	Recomm. 2019-20	Change from 2018-19	
							\$	%
Application Fee								
Undergraduate - Domestic	55	55	65	65	65	65	0	0.00%
Undergraduate - International	60	60	65	125	125	125	0	0.00%
Graduate - Domestic	50	50	65	65	65	65	0	0.00%
Graduate - International	50	50	65	65	125	125	0	0.00%
Faculty of Law	125	125	125	125	125	125	0	0.00%
Intensive One-year MBA Program (UNBSJ)	100	100	100	100	100	100	0	0.00%
Registration Confirmation Deposit ⁹								
Undergraduate - Faculty of Education and Faculty of Law	300	300	300	300	300	300	0	0.00%
Undergraduate - Faculty of Nursing	250	250	250	250	250	250	0	0.00%
Undergraduate - all other programs	100	100	100	100	100	100	0	0.00%
Masters of Business Administration (FR only) & MBA in Engineering Management	500	500	500	500	500	500	0	0.00%
Intensive One-year MBA Program (UNBSJ)	1,000	1,000	1,000	1,000	1,000	1,000	0	0.00%
Transcript Fee	10	10	10	10	12	12	0	0.00%
Transcript Fee - Optional Courier Service - Domestic	-	20	30	30	30	30	0	0.00%
Transcript Fee - Optional Courier Service - International	-	45	55	55	55	55	0	0.00%
GR Official Letters	-	-	15	15	15	15	0	0.00%
UG Official Letters	-	-	-	-	15	15	0	0.00%
Financial Services Official Letters ¹⁰	-	-	-	-	-	15	NEW	na
Permission Application Processing Fee	-	-	-	-	50	50	0	0.00%
Student Abroad Cancellation Fee	-	-	100	100	100	100	0	0.00%
Challenge for Credit Examinations (percentage of normal course fees)	25%	25%	25%	25%	25%	25%	0	0.00%
Review of Final Course Grade	15	15	50	50	50	50	0	0.00%
Audit courses (percentage of normal course fees)	50%	50%	50%	50%	50%	50%	0	0.00%
Installment Fee ¹¹	30	30	30	30	30	0	-30	-100.00%
Late Payment Fee (per term) UG and GR	50	50	75	75	75	75	0	0.00%
UG Reregistration Fee (per term)	100	100	125	125	125	125	0	0.00%
GR Administration Fee (per term)	-	-	-	25	25	25	0	0.00%
Non Sufficient Funds (NSF) Fee	25	25	25	25	25	25	0	0.00%
Graduation Fee (A deposit of \$60 is required for regalia. Upon return of the regalia, \$25 is refunded)	35	35	35	35	35	35	0	0.00%

¹ All fee changes for 2019-20 will take effect as of September 1, 2019 except where identified in Note 10 which are effective May 1, 2019.

⁹ The Registration Confirmation Deposit is credited against a student's tuition balance upon arrival and enrolment at UNB.

¹⁰ Effective May 1, 2019

¹¹ Legacy Students - Alternate rate applies for students enrolled prior to Fall 2019

Appendix D - Tuition and Related Fees

University of New Brunswick Recommended Legacy Student* Tuition & Related Fees for 2019-20¹

	2014-15	2015-16	2016-17	2017-18	2018-19	Recomm. 2019-20	Change from 2018-19	
							\$	%
Basic Tuition Fees:								
Undergraduate Tuition Fee - (including students in a qualifying year)								
Full-time students	6,187	6,187	6,496	6,626	6,758	6,893	135	2.00%
Per course (0 - 5 credit hours)	619	619	650	663	676	689	13	1.92%
Per course (6 - 11 credit hours)	1,238	1,238	1,300	1,326	1,352	1,378	26	1.92%
Faculty of Business Administration								
Full-time students (includes a \$550 Program Fee applicable to UNBF students only)	6,287	6,287	6,696	6,826	7,308	7,443	135	1.85%
Per course (0 - 5 credit hours) (includes a \$55 Program Fee)	629	629	670	683	731	744	13	1.78%
Per course (6 - 11 credit hours) (includes a \$110 Program Fee)	1,258	1,258	1,340	1,366	1,462	1,488	26	1.78%
Faculty of Engineering								
Full-time students (includes a \$1,534 Program Fee) ²	7,187	7,187	7,846	7,976	8,292	8,427	135	1.63%
Per course (0 - 5 credit hours) (includes a \$153 Program Fee) ²	719	719	785	798	829	842	13	1.57%
Per course (6 - 11 credit hours) (includes a \$306 Program Fee) ²	1,438	1,438	1,570	1,596	1,658	1,684	26	1.57%
Faculty of Nursing								
Full-time students (includes a \$100 Program Fee applicable to UNBF & Moncton only) ²	6,187	6,187	6,496	6,626	6,858	6,993	135	1.97%
Per course (0 - 5 credit hours) (includes a \$10 Program Fee) ²	619	619	650	663	686	699	13	1.90%
Per course (6 - 11 credit hours) (includes a \$20 Program Fee) ²	1,238	1,238	1,300	1,326	1,372	1,398	26	1.90%
Faculty of Law								
Full-time students (includes a \$4,050 Program Fee)	9,837	9,837	10,329	10,576	10,808	10,943	135	1.25%
Per course (0 - 5 credit hours) (includes a \$405 Program Fee)	984	984	1,033	1,058	1,081	1,094	13	1.20%
Per course (6 - 11 credit hours) (includes a \$810 Program Fee)	1,968	1,968	2,066	2,116	2,162	2,188	26	1.20%
Graduate Tuition Fees Per Course for Course Based Programs								
Masters of Business Administration - Per 3 credit hour course	917	917	963	976	1,089	1,102	13	1.19%
MBA in Engineering Mgt. - Compressed Courses (includes a \$462 Program Fee)	1,379	1,379	1,425	1,438	1,551	1,564	13	0.84%
MBA in Engineering Mgt. - Independent Study (includes a \$1,662 Program Fee)	2,579	2,579	2,625	2,638	2,751	2,764	13	0.47%
Other Fees:								
Diploma in University Teaching								
Non-Affiliated	620	620	651	663	676	689	13	1.92%
Installment Fee	30	30	30	30	30	30	0	0.00%

* Legacy Students are defined as those student enrolled at UNB in the same program prior to the Fall 2019 term.

¹ All fee changes for 2019-20 will take effect as of September 1, 2019 except where identified in Note 10 which are effective May 1, 2019.

² Maximum per Academic Year (September 1, 2019 to August 31, 2020).

Appendix E - Residence and Related Fees

University of New Brunswick Recommended Fredericton Residence Fees for 2019-20

	2014-15	2015-16	2016-17	2017-18	2018-19	Recomm.		Change from 2018-19	
						2019-20		\$	%
Elizabeth Parr Johnston Residence^{1&2}									
Single Room (3 Bedroom Suite)	5,142	5,283	5,389	5,497	5,593	5,733		140	2.50%
Single Room (2 Bedroom Suite)	5,757	5,916	6,034	6,154	6,262	7,170		908	14.50%
One Bedroom Suite	6,768	6,954	7,093	7,235	7,361	8,098		737	10.01%
Communication Fee	450	500	500	450	450	450		-	0.00%
Additional Occupant (e.g. Couple)	+ 15%	+15%	+15%	+15%	+15%	+15%			
Tibbits Hall (renovated Residence)²									
Double	4,392	4,513	4,581	4,672	4,754	5,443		689	14.49%
Single	5,024	5,162	5,240	5,345	6,613	7,440		827	12.51%
Single with shared bath	6,110	6,278	6,372	6,500	7,434	7,992		558	7.51%
Single with private bath	6,868	7,057	7,163	7,306	7,504	8,442		938	12.50%
House Dues	6,933	7,124	7,231	7,375	70	70		-	0.00%
Communication Fee	450	500	500	450	450	450		-	0.00%
All Other Residences²									
Double	4,392	4,513	4,581	4,672	4,754	4,873		119	2.50%
Single	6,110	6,278	6,372	6,500	6,613	6,779		166	2.51%
Super Single/Special Single	6,868	7,057	7,163	7,306	7,434	7,620		186	2.50%
Suite	6,933	7,124	7,231	7,375	7,504	7,692		188	2.51%
House Dues	70	70	70	70	70	70		-	0.00%
Communication Fee	450	500	500	450	450	450		-	0.00%
Magee House Apartments - Sept-April³									
1 Bedroom	6,352	6,527	6,960	7,057	7,294	7,541		247	3.39%
2 Bedroom	7,648	7,858	8,312	8,436	8,720	9,015		295	3.38%
3 Bedroom	8,784	9,026	9,496	9,644	9,971	10,306		335	3.36%
Magee House Apartments - May-August³									
1 Bedroom	2,436	2,504	2,708	2,741	2,832	2,926		94	3.32%
2 Bedroom	2,796	2,873	3,084	3,124	3,228	3,336		108	3.35%
3 Bedroom	3,300	3,392	3,608	3,660	3,783	3,911		128	3.38%
Required Meal Plan (Choices)									
Meal Plans (5 options)	-	-	-	-	-	Meals	Cash \$		
Infinite Meal Plan	3,984	4,087	4,267	4,377	4,475	4,474	100	99	2.21%
200 Meals per Term Plan	3,984	4,087	4,267	4,377	4,475	4,274	300	99	2.21%
155 Meals per Term Plan	-	-	4,267	4,377	4,475	3,999	575	99	2.21%
Other Fees and Fines									
Application Fee	300	500	500	500	500	500		-	0.00%
Activating Fire Alarm for non-emergency	500	500	500	500	500	500		-	0.00%
Winter Holiday Break Extended Stay	280	300	300	300	300	300		-	0.00%
Contract Cancellation Fee (per Term of Contract)	400	400	1,000	1,000	1,000	1,000		-	0.00%
Storage Fee	200	200	200	200	200	200		-	0.00%
Unauthorized Room Change Fee	80	80	80	80	80	80		-	0.00%
Improper Check Out	80	80	80	80	80	80		-	0.00%
Early Arrivals/Late Stays per Day	30	30	30	30	30	30		-	0.00%
Room Change Fee	30	30	30	30	30	30		-	0.00%
Damages (Intentional) ⁴								-	
Tier 1	20	20	20	20	20	20		-	0.00%
Tier 2	40	40	40	40	40	40		-	0.00%
Tier 3	80	80	80	80	80	80		-	0.00%

Notes:

- 1 Meal plan is optional.
- 2 Includes non-refundable Residence Application Fee and Fall and Winter payments.
- 3 Rent includes wireless fibre op services beginning 2016-17 & laundry services beginning 2018-19
- 4 All Damages (intentional or otherwise) require payment of replacement cost of item plus any labour regarding installation.

Appendix E - Residence and Related Fees

University of New Brunswick Recommended Saint John Residence Fees for 2019-20

	2014-15	2015-16	2016-17	2017-18	2018-19	Recomm. 2019-20	Change from 2018-19	
							\$	%
Sir James Dunn Residence²								
Super Single Plus (Double Bed)	-	-	5,900	6,200	6,200	6,386	186	3.00%
Super Single (Double Bed)	5,096	5,300	5,460	5,500	5,500	5,666	166	3.02%
Large Single (Single Bed)	4,979	5,178	5,334	5,334	5,334	5,494	160	3.00%
Single	4,660	4,846	4,992	4,992	4,992	5,142	150	3.00%
Double	4,158	4,324	4,454	4,454	4,454	4,588	134	3.01%
House Dues	70	70	70	70	70	70	-	0.00%
Required Meal Plan ³	2,600	2,600	2,600	2,600	2,600	3,000	400	15.38%
Apartment (per Month, per Person) ⁴	400	450	600	600	850	850	-	0.00%
Dr. Colin B. Mackay Residence²								
Single Room (2 Bedroom Premium Plus Suite)	-	-	5,800	6,300	6,300	6,490	190	3.02%
Single Room (2 Bedroom Premium Suite)	-	-	5,700	6,050	6,050	6,232	182	3.01%
Single Room (2 Bedroom Suite)	5,227	5,436	5,600	5,600	5,600	5,768	168	3.00%
House Dues	70	70	70	70	70	70	-	0.00%
Required Meal Plan (Choices)								
Meal Plan III ¹	300	300	400	600	800	800	-	0.00%
Meal Plan IV ¹	800	800	1,000	1,200	1,200	1,200	-	0.00%
Other Fees and Fines								
Activating Fire Alarm for non-emergency	500	500	500	500	500	500	-	0.00%
Winter Holiday Break Extended Stay	250	250	250	250	250	250	-	0.00%
Storage Fee	200	200	200	200	300	300	-	0.00%
Early Arrivals/Late Stays per Day	25	25	25	25	25	25	-	0.00%
Room Change Fee	35	35	35	35	35	35	-	0.00%
Smoking/vaping inside	-	-	-	-	250	250	-	0.00%

Notes:

- 1 Taxable
- 2 All room rates include \$500 deposit, Fall and Winter payments, fibre-op internet, television and telephone
- 3 Tax exempt
- 4 Rental of two person apartment by one person requires payment of \$1200 per month.

Appendix F - Parking Fees

University of New Brunswick Parking Fees effective September 1, 2019

	2015-16	2016-17	2017-18	2018-19	Recomm. 2019-20	Change from 2018-19	
						\$	%
Students							
12 month permit	155.00	159.00	163.00	167.00	174.00	7.00	4.19%
10 month permit	129.00	132.00	135.00	138.00	142.00	4.00	2.90%
8 month permit	107.00	110.00	113.00	116.00	119.00	3.00	2.59%
4 month permit	72.00	74.00	76.00	78.00	82.00	4.00	5.13%
1 month permit	32.00	36.00	37.00	38.00	40.00	2.00	5.26%
Daily Visitor Pass	4.00	5.00	5.00	5.00	5.00	-	0.00%
Hourly - SJ only	1.25	1.25	1.25	1.25	1.25	-	0.00%
Replacement of Decal Permit	10.00	10.00	11.50	11.50	11.50	-	0.00%
<u>Fines</u>							
Tier 1	15.00	16.00	16.00	16.00	16.00	-	0.00%
Tier 2	30.00	31.00	32.00	32.00	32.00	-	0.00%
Tier 3	125.00	128.00	130.00	130.00	130.00	-	0.00%
Vehicle Immobilizer (Boot) Removal - FR	50.00	51.00	52.00	52.00	52.00	-	0.00%
Faculty and Staff							
12 month permit	236.00	243.00	250.00	256.00	266.00	10.00	3.91%
10 month permit	197.00	202.00	208.00	212.00	220.00	8.00	3.77%
8 month permit (full-time)	161.00	165.00	169.00	174.00	180.00	6.00	3.45%
8 month permit (part-time)	111.00	114.00	117.00	120.00	124.00	4.00	3.33%
4 month permit (full-time)	111.00	114.00	117.00	120.00	124.00	4.00	3.33%
4 month permit (part-time)	75.00	77.00	78.00	82.00	85.00	3.00	3.66%
1 month permit	32.00	36.00	37.00	38.00	40.00	2.00	5.26%
UNBREA members	59.00	61.00	63.00	64.00	67.00	3.00	4.69%
Daily Visitor Pass	4.00	5.00	5.00	5.00	5.00	-	0.00%
Hourly - SJ only	1.25	1.25	1.25	1.25	1.25	-	0.00%
Replacement of Decal Permit	10.00	10.00	11.50	11.50	11.50	-	0.00%
<u>Fines</u>							
Tier 1	15.00	16.00	16.00	16.00	16.00	-	0.00%
Tier 2	30.00	31.00	32.00	32.00	32.00	-	0.00%
Tier 3	125.00	128.00	130.00	130.00	130.00	-	0.00%
Vehicle Immobilizer (Boot) Removal - FR	50.00	51.00	52.00	52.00	52.00	-	0.00%

Notes:

All permits are issued on a "per vehicle" basis.

Faculty and Staff are able to utilize payroll deductions over a maximum of 16 pay periods to purchase their permits.

All Permit fees include HST. There is not applicable tax on fines.

Increases were adjusted for rounding and for HST calculations

All parking rates are for both the Fredericton and Saint John campuses unless specifically identified as being for only one campus.

Appendix G - Student Health and Dental

University of New Brunswick Student Health and Dental Coverage Premiums effective September 1, 2019

	2015-16	2016-17	2017-18	2018-19	Recomm. 2019-20	Change from 2018-19	
						\$	%
Undergraduate Supplemental¹							
Health Plan							
Student	142	142	145	160	160	0.00	0.00%
Family	275	275	278	306	308	2.00	0.65%
Optional Dental Plan							
Student	118	118	118	125	125	0.00	0.00%
Family	315	315	315	347	345	(2.00)	-0.58%
Graduate Supplemental²							
Health & Dental Combined							
Student	-	-	-	523	605	82.00	15.68%
Couple (2 insured)	-	-	-	995	1,185	190.00	19.10%
Family (2+ insured)	-	-	-	1,230	1,465	235.00	19.11%
Health Plan							
Student	278	283	282	290	380	90.00	31.03%
Couple (2 insured)	-	-	-	566	740	174.00	30.74%
Family (2+ insured)	485	525	540	698	895	197.00	28.22%
Dental Plan							
Student	210	215	196	233	255	22.00	9.44%
Couple (2 insured)	-	-	-	454	490	36.00	7.93%
Family (2+ insured)	370	395	385	558	600	42.00	7.53%
Emergency Health Coverage for International Students^{3 & 4}							
Registered Student (mandatory)	966	966	200	200	200	0.00	0.00%
Registered Student + 1 Family (optional)	1,932	1,932	400	400	400	0.00	0.00%
Registered Student + 2 Family (optional)	2,898	2,898	600	600	600	0.00	0.00%
Registered Student + 3 Family (optional)	3,864	3,864	800	800	800	0.00	0.00%
Registered Student + 4 Family (optional)	4,830	4,830	1,000	1,000	1,000	0.00	0.00%

Notes:

- 1 All full-time undergraduate students on both campuses including International students.
- 2 All full-time graduate students on both campuses including International students. Fall term fee listed.
- 3 All full-time and part-time International students on both campuses.
- 4 Changed to an emergency based plan for September 1, 2017.

Student Health and Dental Coverage Premiums

Background

Undergraduate Supplementary Health and Dental Coverage

The Fredericton Student Union (SU) and the Saint John Student Representative Council (SRC) jointly operate a health and optional dental insurance program for their members. The plan is fully insured, and is designed to supplement the coverage provided by provincial Medicare Plans or by the Medicare equivalent plan for international students. The plan provides students with a comprehensive set of extended health and dental benefits including 80% coverage on prescription drugs, paramedical services, ambulance services, etc.

Appendix G - Student Health and Dental

Students providing proof of alternate coverage may opt out of the Student Health Plan. To opt out, students must access an online Student Union website. Students who opt out will be credited for the Health fee. Students may opt out of the Dental Plan without providing proof of alternate coverage.

Fees are negotiated annually by the SU/SRC and the insurer based on utilization rates. There are minimal changes in premiums for both Health and Dental Benefits for 2019-20.

Fees for the Health/Dental Plan are treated as compulsory fees by the University and accordingly must be approved by the Board

Graduate Supplementary Health and Dental Coverage

The plan is fully insured and is designed to supplement the coverage provided by provincial Medicare Plans or by the emergency health plan for international students. The plan provides students with a comprehensive set of extended health and dental benefits including 80% coverage on prescription drugs, paramedical services, ambulance services, etc.

Students may opt out of the GSA Health or Dental, or both, by providing proof of alternate coverage. To opt out, students must sign an opt-out form and also have it signed by a GSA staff member. Students who opt out will be credited for the Health, Dental or both fees.

Fees are negotiated annually by the GSA and their insurer based on utilization rates (approximately 95%) with a projected loss ratio for 2019-20 of 140%. To try to contain premium increases, options were reviewed in regards to cutting services, but there have been requests to increase services. Council voted to keep the current service and, in the future, start a rate stabilization fund to build up a reserve to help alleviate large premium increases. The premiums for both Health and Dental Benefits will increase for the Academic year of 2019-20.

Fees for the Health/Dental Plan are treated as compulsory fees by the University and, accordingly, must be approved by the Board.

Health Plan for International Students

Basic health and hospital benefits for Canadian students are provided by the provincial Medicare Plan of the province of their permanent residence. International students with landed immigrant status also qualify for the NB Medicare plan. The Province of New Brunswick now provides the NB Medicare plan to all eligible International students. There are, however, exclusions for our students; they must apply and be accepted and the Medicare coverage is only for when they are in the Province of NB; if they travel outside of the province, or return to their home country for any length of time, their Medicare coverage is terminated and they must re-apply upon return to NB. Because of these exclusions, which provide gaps in having health benefits, UNB has put in place a mandatory International Emergency health plan to ensure our students have health coverage the first day they arrive in NB. As well, there is a mandatory travel plan valid for one year to ensure they have benefits when outside of NB.

Only international students who are provided insurance from an approved sponsor program or have a valid NB Medicare Card are allowed to opt out. We have negotiated a fair premium with no premium increases for 2019-20.

Appendix H - Student Organization Fees

University of New Brunswick Student Organization Fees effective September 1, 2019

The University, on behalf of four recognized student organizations, collects student organization fees on the two main campuses. Student organization fees are treated as compulsory fees by the University and accordingly must be approved by the Board. All recommended fees for 2019-2020 have been established in accordance with the duly ratified constitution and by-laws of the respective student organizations.

	2015-16	2016-17	2017-18	2018-19	Recomm. 2019-20	Change from 2018-19	
						\$	%
FREDERICTON Campus							
Full Time Undergraduates							
UNB Student Union							
Full-time fee (per term)	57.50	57.50	57.50	59.00	60.00	1.00	1.69%
First year orientation fee (Fall term only)	65.00	65.00	80.00	80.00	80.00	-	0.00%
Emergency Bursary Fee (per term)	-	5.00	5.00	5.00	5.00	-	0.00%
CHSR Broadcasting Inc. (per term)	7.50	7.50	7.50	7.50	7.50	-	0.00%
Brunswickan Publishing Inc. (per term)	6.50	6.50	6.50	6.50	7.50	1.00	15.38%
Part Time Undergraduates							
Adult Learners Part time Students (per 0-5 credit hour course) ^{1 2}	10.00	12.00	12.00	12.00	12.00	-	0.00%
CHSR Broadcasting Inc. (per 0-5 credit hour course) ¹	1.50	1.50	1.50	1.50	1.50	-	0.00%
Brunswickan Publishing Inc. (per 0-5 credit hour course) ¹	1.00	1.00	1.00	1.00	1.00	-	0.00%
Graduates (applicable to three terms)							
Graduate Student Assoc.							
Full time	44.00	44.00	46.00	54.00	60.00	6.00	11.11%
Part time	22.00	22.00	23.00	27.00	30.00	3.00	11.11%
U-Pass (Fall Term Fee only)	140.00	140.00	140.00	140.00	148.00	8.00	5.71%

SAINT JOHN Campus							
Full Time Undergraduates							
UNB Student Representative Council							
Full-time fee (per term)	70.00	70.00	70.00	70.00	70.00	-	0.00%
First year orientation fee (Fall term only)	40.00	40.00	40.00	40.00	40.00	-	0.00%
CRSJ Inc. (per term)	12.50	12.50	12.50	12.50	12.50	-	0.00%
Baron (per term)	10.00	10.00	10.00	10.00	10.00	-	0.00%
Part Time Undergraduates							
UNB Student Rep Council (per 0-5 credit hour course) ¹	13.50	13.50	13.50	13.50	13.50	-	0.00%
CRSJ Inc. (per 0-5 credit hour course) ¹	2.00	2.00	2.00	2.00	2.00	-	0.00%
Baron (per 0-5 credit hour course) ¹	2.00	2.00	2.00	2.00	2.00	-	0.00%
Graduates (applicable to three terms)							
Graduate Student Assoc.							
Full time	28.00	28.00	32.00	34.00	34.00	-	0.00%
Part time	14.00	14.00	16.00	17.00	17.00	-	0.00%

Notes:

- 1 Part-time fees for 6-11 credit hour courses are double the 0-5 credit hour rate.
- 2 To a maximum of \$36 per Fall and/or Winter Term & maximum of \$48 in Summer Term

Appendix I - Capital Budget

Overview of the 2019-20 Capital Program - Fredericton Campus

The Capital Budget of the Fredericton Campus totals \$18.1 million. This represents an increase of \$0.6 million from 2018-19.

The Capital Budget comprises the following categories:

Fredericton Campus & University-wide Units (\$000)	Approved 2018-19	Proposed 2019-20	ProForma 2020-21	ProForma 2021-22	ProForma 2022-23	ProForma 2023-24
Building & Spaces						
Alteration & Renovation grant	\$ 2,147.7	\$ 2,169.1	\$ 2,212.5	\$ 2,212.5	\$ 2,212.5	\$ 2,212.5
Facilities Improvement Fee	1,200.0	1,200.0	1,200.0	1,200.00	1,200.00	\$1,200.0
Land and rental revenue	1,682.4	1,640.4	1,712.4	1,714.40	1,719.40	\$1,719.4
University Deferred Maintenance Program	844.0	841.0	-	-	-	-
Major Capital Construction-Kin Bldg&South Gym Demo	2,500.0	1,000.0	-	-	-	-
Major Capital Construction-Tibbits Hall Renovation	5,500.0	1,700.0	-	-	-	-
Major Capital Construction-Lady Dunn Hall Renovation	-	5,712.0	1,977.0	-	-	-
Major Capital Construction-Joy Kidd Renovation	-	204.0	7,283.0	2,547.0	-	-
Energy Management Program	584.5	584.5	-	-	-	-
Contribution from Residence System	800.0	800.0	800.0	800.0	800.0	800.0
Building & Spaces Program Total	15,258.6	15,851.0	15,184.9	8,473.9	5,931.9	5,931.9
Equipment and Technology						
Non-Space grant	1,900.3	1,919.3	1,957.7	1,957.7	1,957.7	1,957.7
Student Technology Fee	350.0	350.0	350.0	350.0	350.0	350.0
Equipment and Technology Total	2,250.3	2,269.3	2,307.7	2,307.7	2,307.7	2,307.7
Capital Program Total	\$17,508.9	\$ 18,120.4	\$ 17,492.6	\$ 10,781.6	\$ 8,239.6	\$ 8,239.6

Overview of the 2019-20 Capital Program - Saint John Campus

Saint John Campus (\$000)	Approved 2018-19	Proposed 2019-20	ProForma 2020-21	ProForma 2021-22	ProForma 2022-23	ProForma 2023-24
Building & Spaces						
Alteration & Renovation grant	\$ 340.8	\$ 344.2	\$ 351.1	\$ 351.1	\$ 351.1	\$ 351.1
Facilities Improvement Fee	350.0	350.0	350.0	350.0	350.0	350.0
University Deferred Maintenance Program	214.5	214.5				
Major Capital Construction						
Operating Budget Contribution	100.0	100.0	100.0	100.0	100.0	100.0
Energy Management Program	950.0	950.0	950.0			
Building & Spaces Total	1,955.3	1,958.7	1,751.1	801.1	801.1	801.1
Equipment & Technology						
Non Space Grant	319.8	323.0	329.5	329.5	329.5	329.5
Student Technology Fee	100.0	100.0	100.0	100.0	100.0	100.0
Technology						
Equipment & Technology Total	419.8	423.0	429.5	429.5	429.5	429.5
Capital Program Total	\$ 2,375.1	\$ 2,381.7	\$ 2,180.6	\$ 1,230.6	\$ 1,230.6	\$ 1,230.6

Appendix I - Capital Budget

Elements of the Building & Spaces Program for 2019-20 - UNBF

Land and Rental Revenue

Priority Name	Amount
Accessibility	\$ 100,000
Asbestos	100,000
Campus Master Plan	125,000
Contribution To Operating	265,000
Real Estate Operating	371,200
Reserve for Unplanned Items	100,000
Risk Management	50,000
Strategic Priorities to be Determined	191,632
Strategic Priorities to be Determined-AUC Renewal	187,568
Sustainability	100,000
Wellfield	50,000
Land and Rental Revenue Total	\$ 1,640,400

Facilities Improvement Fee

Priority Name	Amount
Initiatives of Equipment Specific Lockout/Tagout and Asset Man	\$ 25,000
C315 Seminar Room Upgrades	2,100
Marshall D'Avray Gender Neutral Washroom	50,000
Natural products laboratory for cannabinoid analysis	41,400
One Stop Shop	400,000
Renewed Graduate Space and Improving Capacity - B17	115,800
Research Commons, HIL	400,000
Strategic Priorities to be Determined	165,700
Facilities Improvement Fee Total	\$ 1,200,000

University Deferred Maintenance Program

Priority Name	Amount
UDMP 2019-20 Replace Chillers & Cooling Tower Bailey Hall	\$ 500,000
UDMP 2019-20 HIL 3rd Fl Research Commons System Upgrades	341,000
University Deferred Maintenance Program Total	\$ 841,000

Appendix I – Capital Budget

Elements of the Building & Spaces Program for 2019-20 – UNBF

Alterations & Renovations (Restricted) Operating Grant

Priority Name	Amount
Campus Roof Top Safety	\$ 30,000
Campus Sidewalk Renewal - Phase VII	153,842
Campus Water & Sewer Rehabilitation	155,000
Masonry Repairs Academic Buildings Phase 5	75,000
Replace Chillers (1&2) and Cooling Tower at Bailey Hall	560,000
Replace West Wall Shingles on SHD Hall Penthouse Roof	29,400
Replace Low Sloped Roof at Carleton Hall	44,200
Replace Cellar Pub Loading Dock & Patio Stairs	191,750
Remove & Replace WATER PVR at Head Hall	53,150
CHP CI Water Main Replacement	51,908
Tunnel Top Shoring Priorities	24,300
Various Academic Buildings - Upgrade Interior & Exterior Doors	57,500
Asbestos Mould Management - Academic Building	21,276
3rd Floor Library Revisions	6,100
Aquatic Facility Renovation Phase I	19,350
CEL Accessible Door	4,500
Classical Archaeology Pottery Lab Proposal	24,000
Classroom Technology Earmark - Renewal	15,524
Display Cabinet	10,100
Front Lobby Flooring	34,450
Graduate Student Lab Renovation	15,700
Humidity Controls	19,700
IUC Physics Exterior Door Access	53,500
Memorial Hall Drama Space renewal	77,000
Photocopier Room Shelving Upgrade	5,900
Quantum chemistry laboratory	16,566
Reception Area	30,850
Safety related upgrades to Toole Hall	27,800
SHDH Egress Issues	350,000
Strategic Priorities to be Determined	1,713
Testing Rooms Data Drops	5,700
Wu 22 Card Access - Business Continuity Site	3,400
Alterations & Renovations (Restricted) Operating Grant Total	\$ 2,169,179

Appendix I – Capital Budget

Elements of the Building & Spaces Program for 2019-20 – UNBF

Contribution from Residential Life and Conference Service

Priority Name	Amount
Asbestos/Mold Contingency	\$ 25,000
Bridges House Entrance Slab Replacement	29,950
Bridges House Washroom Upgrades	14,250
Harrison House Entrance Slab Replacement	29,950
Harrison House Washroom Upgrades	14,250
Magee House - New Slab & Bike Shelter	19,900
Magee House Exterior Caulking (West & South Walls)	101,700
McConnell Hall Backup Generator Upgrade	233,000
McConnell Hall Senior Commons Room Renovations	15,700
McLeod House Exterior Caulking & Window Panel Stabilization	41,900
Neill House Electric DHW Backup Tank	17,100
Project Design Contingency	25,000
Residence Capital Contingency	30,000
Upgrade Flooring Lady Beaverbrook Residence	55,900
Window Repairs at EPJ Residence	66,700
Window Treatments MacKenzie House	25,600
Window Treatments Neill House	54,100
Residential Life and Conference Service Total	\$ 800,000

Appendix I - Capital Budget

Elements of the Equipment & Technology Program for 2019-20 - UNBF

Non-Space (Restricted) Operating Grant

Priority Name	Amount
Computer Renewal	\$ 20,020
Indoor Recycling Containers	9,635
Mailroom Parcel Tracking System Renewal	16,435
Reception Workstations	2,450
Underground Wire Locator	4,249
Security Server	34,836
Site License	34,444
3rd Floor Library Revisions	34,650
Acquisitions	650,000
Alumni Office Staff Replacement Computers	1,518
Business Continuity	82,356
C315 Seminar Room Upgrades	6,410
Classics C-217 Computer	1,231
Classroom Improvements	100,000
Classroom Technology Earmark - Equipment	16,458
Classroom Technology Earmark - Maintenance	6,868
Classroom Technology Earmark - Renewal	76,690
Computer Equipment	50,768
Computer Refresh/Update	5,277
Computer refreshment	8,778
Computer Refurbishment	32,870
Computer Renewal	11,348
Computer Upgrades for Faculty & Staff	17,628
Computers	31,966
Core Network Renewal	115,000
Undergraduate Laboratory Upgrade	40,042
Faculty Tech Upgrade	25,000
Graduate Student Lab Renovation	10,600
Humidity Controls	2,100
Staff Computer Refresh	36,020
IUC Physics Exterior Door Access	6,600
Laptops for TLS Sessions	7,142
Media Lab 3D printing and scanning	10,916
Network printer	1,427
New Computers	23,169
Computers	21,191
Electromyography System	26,116
ORS and LB Gym Space	12,718
Photocopier Room Shelving Upgrade	900
Reception Workspace Upgrade	\$ 7,050

Appendix I - Capital Budget

Elements of the Equipment & Technology Program for 2019-20 - UNBF

Non-Space (Restricted) Operating Grant continued

Priority Name	Amount
Renewed Graduate Space and Improving Capacity - B17	\$ 63,500
Renovate Rooms 33 & 35	3,900
Replacement Equipment for Experiential Learning	27,088
Retired Equipment Replacement	8,734
Shop/Lab Support Equipment	19,855
Staff Computer Replacements	16,196
Strategic Priorities to be Determined	108,951
Testing Room Chairs	1,135
Video Conferencing Equipment	67,100
Non-Space (Restricted) Operating Grant Total	\$ 1,919,334

Student Technology Fee

Priority Name	Amount
Cybersecurity Awareness Program for Students	\$ 11,165
Economics Lab Computers	6,903
English Grad Comp Exams Laptop	1,265
Free undergraduate access to UNB Makerspace - Materials Cost	4,303
GSA Portable Projector	1,007
Ipads for Staff and Intern Use in Therapy	4,807
Lab Environment Renewal	162,837
Media Lab Adobe Creative Cloud - 3 yr licences	35,912
Media Lab partial computer refresh	7,971
Quantum chemistry laboratory	15,916
SAC 210 Test Room Laptops	12,930
SGS-2018-VideoConferenceEquipment-GradStudentTechFeeFund	11,412
SH156 Data Projectors upgrade	9,888
Student Union Equipment Refresh	12,150
The Bruns	2,412
Advertising and Marketing	1,500
Priorities to be Determined	47,621
Student Technology Fee Total	\$ 350,000

Appendix I - Capital Budget

Elements of the Building & Spaces Program for 2019-20 - UNBSJ

Alterations & Renovations (Restricted) Operating Grant

Priority Name	Amount
AC ceramic tile replacement	\$ 18,376
AC Window replacement	10,000
Animal Care Lighting systems Aquatic rooms	50,000
CGS throwing cage pole replacement	9,600
CRI Install drip pans in lab	7,500
CRI212 Lab renovation	40,000
Eye wash stations KCI206 GH Lab	5,000
Fire & Safety deficiencies (Troy report) sprinkler system	34,000
GH203 Lab renos/grad student space	15,123
Light classroom renewal HH127/231 & GH313 (A&R component)	1,565
Light classroom renewal OH260, CRI222, AC108 (A&R)	1,565
Steam system pipe anchoring	30,000
Whitebone lounge upgrade	20,000
GH 13,21, 24 PLAM repairs & accessibility	69,000
Roof upgrades	25,000
Lift Station Repairs (NW corner)	7,500
Alterations & Renovations Total	\$ 344,229

Capital Renewal

Priority Name	Amount
GH203 Lab renos/grad student space	\$ 100,000
Capital Renewal Total	\$ 100,000

Facilities Renewal Fee

Priority Name	Amount
GH breakout rooms (GH 137-143)	\$ 122,400
GH6 Biology Lab	227,600
Facilities Renewal Fee Total	\$ 350,000

University Deferred Maintenance Program

Priority Name	Amount
Fire Alarm Panels phase 2	\$ 114,480
GH South Entrance	100,000
University Deferred Maintenance Program Total	\$ 214,480

Appendix I - Capital Budget

Elements of the Equipment & Technology Program for 2019-20 - UNBSJ

Non-Space (Restricted) Operating Grant

Priority Name	Amount
6 Foot tables	\$ 2,000
Analytical balance in lab and field	3,762
Animcal Care CO2 monitor	4,864
Camera	2,647
Chiller and pump	1,981
Classroom upgrade video conferencing OH104	39,636
Evergreen Computers	13,064
Gel electrophoresis kit - Biology classes	2,256
GH Grad student desks	10,000
GH105 Projector upgrade	3,939
Health clinic diagnostic station	1,379
Health clinic privacy panels	1,437
ID Printer	12,765
Light classroom renewal HH127/231 & GH313 (A&R component)	11,311
Light classroom renewal OH260, CRI222, AC108 (A&R)	11,311
Metabolic rate chambers	9,558
Muffle furnace	5,337
Museum mounts - teaching labs	4,971
OH202 furniture upgrade	20,000
Optical oxygen sensors	2,486
Projectors for HHLT & GHLT	8,497
Replace 4 edge switches	6,256
Replace all entrance matting	25,000
Replace core switches	10,565
Replace servers	10,236
Teaching tables	12,000
Temperature logger	1,170
Tilting dispensers- chemistry classes	1,396
Video monitoring mgmt platform	79,920
Weather resistant binoculars	3,238
Non Space (Restricted) Operating Grant Total	\$ 322,982

Student Technology Fee

Priority Name	Amount
HH 236 Lab Renewal	\$ 34,500
OH 260 Lab Renewal	9,000
Student Laptop Loan	20,000
Accessibility Centre Student Laptops	4,000
GH Biology Lab Smart tablets/computer	5,000
Tech Fee Reserve	27,500
Student Technology Fee Total	\$ 100,000

Appendix J - Multi-Year Outlook

Pro-forma Statement of Operating Revenues and Expenses Consolidated

(\$000)

University of New Brunswick Consolidated (\$000s)	Restated Approved 2018-19		Proposed Budget 2019-2020		Proforma 2020-2021		Proforma 2021-2022		Proforma 2022-2023		Proforma 2023-2024	
	\$	% Change	\$	% Change	\$	% Change	\$	% Change	\$	% Change	\$	% Change
Revenue												
Provincial Operating Grant	\$116,042.5	1.01%	\$117,212.2	1.97%	\$119,519.4	1.97%	\$121,872.6	1.97%	\$124,273.0	1.97%	\$126,721.3	1.97%
Tuition Revenue	59,013.0	6.78%	63,014.0	6.08%	66,842.7	5.20%	70,319.5	4.07%	73,184.4	2.49%	75,007.1	2.49%
Other Revenue	16,089.0	5.75%	17,014.5	(0.23%)	16,976.2	(0.01%)	16,973.9	0.12%	16,993.9	0.00%	16,993.9	0.00%
Total Revenue	191,144.5	3.19%	197,240.7	3.09%	203,338.3	2.87%	209,166.0	2.53%	214,451.3	1.99%	218,722.3	1.99%
Expense												
Academic and Research												
Faculties and Departmental Costs	106,845.5	1.44%	108,388.5	2.68%	111,288.6	2.63%	114,210.5	2.80%	117,406.2	2.70%	120,579.7	2.70%
Academic and Student Support	34,819.4	2.35%	35,636.4	2.47%	36,516.2	2.43%	37,404.2	2.38%	38,296.0	2.33%	39,186.7	2.33%
Sub-total	141,664.9	1.67%	144,024.9	2.62%	147,804.8	2.58%	151,614.7	2.70%	155,702.2	2.61%	159,766.4	2.61%
Administration and Support Services												
Administration and Development	34,234.2	2.40%	35,055.5	2.23%	35,838.2	2.35%	36,679.6	2.42%	37,566.4	2.37%	38,456.9	2.37%
Maintenance and Utilities	22,340.5	2.18%	22,828.2	2.67%	23,437.3	2.78%	24,089.1	2.91%	24,790.5	2.92%	25,515.4	2.92%
Sub-total	56,574.7	2.31%	57,883.7	2.40%	59,275.5	2.52%	60,768.7	2.61%	62,356.9	2.59%	63,972.3	2.59%
Total Operating Expense	198,239.6	1.85%	201,908.6	2.56%	207,080.3	2.56%	212,383.4	2.67%	218,059.1	2.60%	223,738.7	2.60%
Ancillary Operations (Net)	1,027.3	(13.45%)	889.1	0.00%	889.1	0.00%	889.1	0.00%	889.1	0.00%	889.1	0.00%
In-Year Salary Savings	(4,089.4)	0.00%	(4,089.4)	0.00%	(4,089.4)	0.00%	(4,089.4)	0.00%	(4,089.4)	0.00%	(4,089.4)	0.00%
In-Year Priority Allocations	994.0	(8.75%)	907.0	0.00%	907.0	0.00%	907.0	0.00%	907.0	0.00%	907.0	0.00%
Total Expense	196,171.5	1.76%	199,615.3	2.59%	204,787.0	2.59%	210,090.1	2.70%	215,765.8	2.63%	221,445.4	2.63%
Net Position before One-Time Items	(5,027.0)		(2,374.6)		(1,448.7)		(924.1)		(1,314.5)		(2,723.1)	
One-Time Sources (Uses) of Funds	5,027.0		2,374.6		-		-		-		-	
Net Position	\$ -		\$ -		* \$ (1,448.7)		\$ (924.1)		\$ (1,314.5)		\$ (2,723.1)	
Net Position as a Percentage of Revenue	0.0%		0.0%		(0.7%)		(0.4%)		(0.6%)		(1.2%)	

NOTES:

* Further budget actions will occur during the 2020-21 budget process to ensure that the budget is balanced at that time.

Please see further detail as noted on page 48 - Multi Year Operating Budget Outlook.

Appendix J - Multi-Year Outlook

Pro-forma Statement of Operating Revenues and Expenses Fredericton Campus & University-wide Units (\$000)

University of New Brunswick Fredericton & University-wide Units (\$000)	Restated Approved 2018-19		Proposed Budget 2019-2020		Proforma 2020-2021		Proforma 2021-2022		Proforma 2022-2023		Proforma 2023-2024	
	\$	% Change	\$	% Change	\$	% Change	\$	% Change	\$	% Change	\$	% Change
Revenue												
Provincial Operating Grant	\$96,924.7	1.01%	\$ 97,899.0	1.97%	\$ 99,830.7	1.97%	\$101,797.6	1.97%	\$103,803.9	1.97%	\$105,850.2	1.97%
Tuition Revenue	44,013.3	7.71%	47,407.9	6.55%	50,514.5	5.54%	53,315.3	4.23%	55,571.3	2.68%	57,058.4	2.68%
Other Revenue	<u>12,981.0</u>	<u>5.50%</u>	<u>13,695.5</u>	<u>(0.28%)</u>	<u>13,657.2</u>	<u>(0.02%)</u>	<u>13,654.9</u>	<u>0.15%</u>	<u>13,674.9</u>	<u>0.00%</u>	<u>13,674.9</u>	<u>0.00%</u>
Total Revenue	153,919.0	3.30%	159,002.4	3.14%	164,002.4	2.91%	168,767.8	2.54%	173,050.1	2.04%	176,583.5	2.04%
Expense												
Academic and Research												
Faculties and Departmental Costs	85,014.6	1.42%	86,218.0	2.77%	88,609.9	2.62%	90,931.5	2.86%	93,528.9	2.76%	96,114.1	2.76%
Academic and Student Support	<u>30,116.1</u>	<u>2.25%</u>	<u>30,794.9</u>	<u>2.45%</u>	<u>31,548.8</u>	<u>2.37%</u>	<u>32,295.7</u>	<u>2.32%</u>	<u>33,043.9</u>	<u>2.27%</u>	<u>33,793.4</u>	<u>2.27%</u>
Sub-total	115,130.7	1.63%	117,012.9	2.69%	120,158.7	2.55%	123,227.2	2.71%	126,572.8	2.63%	129,907.5	2.63%
Administration and Support Services												
Administration and Development	27,336.0	2.46%	28,007.7	2.44%	28,692.2	2.27%	29,344.3	2.42%	30,053.0	2.37%	30,763.9	2.37%
Maintenance and Utilities	<u>17,533.3</u>	<u>2.05%</u>	<u>17,893.3</u>	<u>2.63%</u>	<u>18,364.3</u>	<u>2.64%</u>	<u>18,849.3</u>	<u>2.81%</u>	<u>19,378.3</u>	<u>2.83%</u>	<u>19,925.8</u>	<u>2.83%</u>
Sub-total	44,869.3	2.30%	45,901.0	2.52%	47,056.5	2.42%	48,193.6	2.57%	49,431.3	2.55%	50,689.7	2.55%
Total Operating Expense	160,000.0	1.82%	162,913.9	2.64%	167,215.2	2.52%	171,420.8	2.67%	176,004.1	2.61%	180,597.2	2.61%
Ancillary Operations (Net)	1,027.3	(13.45%)	889.1	0.00%	889.1	0.00%	889.1	0.00%	889.1	0.00%	889.1	0.00%
In-Year Salary Savings	(3,344.4)	0.00%	(3,344.4)	0.00%	(3,344.4)	0.00%	(3,344.4)	0.00%	(3,344.4)	0.00%	(3,344.4)	0.00%
In-Year Priority Allocations	<u>935.3</u>	<u>(9.30%)</u>	<u>848.3</u>	<u>0.00%</u>	<u>848.3</u>	<u>0.00%</u>	<u>848.3</u>	<u>0.00%</u>	<u>848.3</u>	<u>0.00%</u>	<u>848.3</u>	<u>0.00%</u>
Total Expense	158,618.2	1.70%	161,306.9	2.67%	165,608.2	2.54%	169,813.8	2.70%	174,397.1	2.63%	178,990.2	2.63%
Net Position before One-Time Items	(4,699.2)		(2,304.5)		(1,605.8)		(1,046.0)		(1,347.0)		(2,406.7)	
One-Time Sources (Uses) of Funds	4,699.2		2,304.5		-		-		-		-	
Net Position	\$ -		\$ -		* \$ (1,605.8)		\$ (1,046.0)		\$ (1,347.0)		\$ (2,406.7)	
Net Position as a Percentage of Revenue	0.0%		0.0%		(1.0%)		(0.6%)		(0.8%)		(1.4%)	

NOTES:

* Further budget actions will occur during the 2020-21 budget process to ensure that the budget is balanced at that time.

Please see further detail as noted on page 48 - Multi Year Operating Budget Outlook.

Appendix J - Multi-Year Outlook

Pro-forma Statement of Operating Revenues and Expenses Saint John Campus

(\$000)

University of New Brunswick Saint John Campus (\$000s)	Restated Approved 2018-19	Proposed Budget 2019-2020		Proforma 2020-2021		Proforma 2021-2022		Proforma 2022-2023		Proforma 2023-2024	
	\$	% Change	\$	% Change	\$	% Change	\$	% Change	\$	% Change	\$
Revenue											
Provincial Operating Grant	19,117.8	1.02%	19,313.2	1.94%	19,688.7	1.96%	20,075.0	1.96%	20,469.1	1.96%	20,871.1
Tuition Revenue	14,999.7	4.04%	15,606.1	4.63%	16,328.2	4.14%	17,004.2	3.58%	17,613.1	1.91%	17,948.7
Other Revenue	3,108.0	6.79%	3,319.0	0.00%	3,319.0	0.00%	3,319.0	0.00%	3,319.0	0.00%	3,319.0
Total Revenue	37,225.5	2.72%	38,238.3	2.87%	39,335.9	2.70%	40,398.2	2.48%	41,401.2	1.78%	42,138.8
Expense											
Academic and Research											
Faculties and Departmental Costs	21,830.9	1.56%	22,170.5	2.29%	22,678.7	2.65%	23,279.0	2.57%	23,877.3	2.46%	24,465.6
Academic and Student Support	4,703.3	2.94%	4,841.5	2.60%	4,967.4	2.84%	5,108.5	2.81%	5,252.1	2.69%	5,393.3
Sub-total	26,534.2	1.80%	27,012.0	2.35%	27,646.1	2.68%	28,387.5	2.61%	29,129.4	2.50%	29,858.9
Administration and Support Services											
Administration and Development	6,898.2	2.17%	7,047.8	1.39%	7,146.0	2.65%	7,335.3	2.43%	7,513.4	2.39%	7,693.0
Maintenance and Utilities	4,807.2	2.66%	4,934.9	2.80%	5,073.0	3.29%	5,239.8	3.29%	5,412.2	3.28%	5,589.6
Sub-total	11,705.4	2.37%	11,982.7	1.97%	12,219.0	2.91%	12,575.1	2.79%	12,925.6	2.76%	13,282.6
Total Operating Expense	38,239.6	1.97%	38,994.7	2.23%	39,865.1	2.75%	40,962.6	2.67%	42,055.0	2.58%	43,141.5
Ancillary Operations (Net)	-		-		-		-		-		-
In-Year Salary Savings	(745.0)	0.00%	(745.0)	0.00%	(745.0)	0.00%	(745.0)	0.00%	(745.0)	0.00%	(745.0)
In-Year Priority Allocations	58.7	0.00%	58.7	0.00%	58.7	0.00%	58.7	0.00%	58.7	0.00%	58.7
Total Expense	37,553.3	2.01%	38,308.4	2.27%	39,178.8	2.80%	40,276.3	2.71%	41,368.7	2.63%	42,455.2
Net Position before One-Time Items	(327.8)		(70.1)		157.1		121.9		32.5		(316.4)
One-Time Sources (Uses) of Funds	327.8		70.1		-		-		-		-
Net Position	-		-		157.1		121.9		32.5		(316.4)
Net Position as a Percentage of Revenue	0.0%		0.0%		0.4%		0.3%		0.1%		(0.8%)

NOTES:

Please see further detail as noted on page 48 - Multi Year Operating Budget Outlook.